

# ATTACHMENT BOOKLET

ORDINARY COUNCIL MEETING  
25 FEBRUARY 2026

BOOK 2

LIVERPOOL  
CITY  
COUNCIL



LIVERPOOL CIVIC TOWER COUNCIL  
CHAMBER, LEVEL 1, 50 SCOTT STREET,  
LIVERPOOL NSW 2170

## CONTENTS

	<b>PAGE</b>
<b>CEO 01</b>	<b>BIANNUAL PROGRESS REPORT - DECEMBER 2025</b>
<i>Attachment 1</i>	<i>Biannual Progress Report - December 2025</i> .....268
<b>PD 01</b>	<b>DRAFT VISITOR ECONOMY STRATEGY 2026-2030</b>
<i>Attachment 1</i>	<i>Draft Visitor Economy Strategy 2026-2030</i> .....317
<b>PD 02</b>	<b>SITE-SPECIFIC LIVERPOOL DEVELOPMENT CONTROL PLAN 2008 AMENDMENT - HOXTON PARK ROAD, LIVERPOOL</b>
<i>Attachment 1</i>	<i>Draft Site Specific Development Control Plan</i> .....440
<i>Attachment 2</i>	<i>Ordinary Meetings of Council Minutes - August &amp; November 2023</i> .....456
<i>Attachment 3</i>	<i>Design Excellence Panel Meeting Minutes - 9 October 2025</i> .....462
<b>NOM 02</b>	<b>NOTICE OF MOTION - FIXING THE NILAND WAY PARKING AND TRAFFIC CRISIS</b>
<i>Attachment 1</i>	<i>Governance Committee Meeting - Agenda - 15 July 2025</i> .....468



# BIANNUAL PROGRESS REPORT

July to December 2025

LIVERPOOL  
CITY  
COUNCIL

**Introduction**

Section 404 of the *Local Government Act 1993* requires every council to report on progress with respect to the principal activities detailed in its Delivery Program. This report outlines Council's progress for the period of July to December 2025.

**A Snapshot of Integrated Planning and Reporting Documents**

Liverpool City Council has prepared a suite of Integrated Planning and Reporting documents in accordance with Sections 402-405 of the *Local Government Act 1993*. These documents include the 10-year Community Strategic Plan, Community Engagement Strategy, Resourcing Strategy, Delivery Program, Operational Plan, Workforce Management Plan, Asset Management Plan, and Long-Term Financial Plan.

The Delivery Program activates the Community Strategic Plan, which has been developed in consultation with the Liverpool community. The Community Strategic Plan outlines the long-term vision for Liverpool by identifying four key directions that relate to the quadruple bottom line. The combined Delivery Program and Operational Plan details Council's projects, programs, and activities including key performance indicators (KPIs) and detailed actions that have been developed to measure the overall progress in achieving the vision outlined in the Community Strategic Plan.

By the end of December 2025, Council reported on 28 service areas. A total of 26 service areas were reported as 'on track', with two identified as 'needs attention'. These are both related to functions within the Governance and Corporate Management service area (4.2).

		
<p><b>Action on Track</b> Overall measures and projects are being delivered</p>	<p><b>Action needs attention</b> Not all measures and projects are being met or reaching satisfactory levels</p>	<p><b>Action not met</b> Measures are not being met.</p>

## Highlights

### Social Cohesion Roundtable

Council delivered its inaugural Social Cohesion Roundtable in partnership with the University of Sydney, bringing together over 80 representatives from government, community, businesses, and academia.

The roundtable positioned Council as a regional leader and convener, strengthening cross-sector partnerships and facilitating informed discussion on building social cohesion, inclusion, safety, youth engagement, growth, and community resilience. Insights captured through the forum are now informing Council's 2050 Vision, policy development, and advocacy priorities.

Strong stakeholder feedback and demand have also established a program for ongoing roundtables in 2026–2027.



L-R Janice Rodrigues, Senior Policy Advisor on social cohesion and community resilience, Betina Szkudlarek Polish Australian Chamber of Commerce, Hiba Soueid (Manager City Strategy and Performance), Haris Strangas (Senior Officer Government and Stakeholder Engagement and Advocacy), Angelica Ojinnaka-Psillakis, member of the UN Secretary-General's Youth Advisory Group, Benny Shen, Strategy Research Consultant, Derek Tweed (Community Development Worker Youth)



### **Fifteenth Avenue, Austral - Upgrade**

Council progressed the coordinated advocacy and community engagement campaign in response to the NSW Government's proposed upgrade of Fifteenth Avenue. While welcoming investment in the corridor, Council identified key gaps in the draft design when measured against the original FAST Corridor vision, including reduced lane capacity, the absence of rapid public transport connections to Western Sydney International Airport, limited active transport provision, and the upgrade stopping short of the airport. These issues were communicated through a targeted social media campaign, directing the community to the NSW Government's public exhibition portal and encouraging them to make a submission.

Community feedback and Council's formal submission were used to strengthen the case for a more ambitious, future-focused upgrade, reinforcing that Liverpool deserves infrastructure that meets long-term growth, freight, employment and connectivity needs.



*Fifteenth Avenue, Austral*

### **Woodward Park Masterplan**

Council progressed planning for Woodward Park as a future major event and gathering space, designed to support both large-scale events (up to 30,000 people) and everyday community use.

In December, Council endorsed the Woodward Park Masterplan for public exhibition and is now undertaking community consultation with local residents and park users, sporting groups and key stakeholders.

The draft plan includes improved wayfinding, endemic planting, wide accessible pathways, strong links to public and active transport (including bike parking), weather protection, flexible seating and picnic facilities, provision for amenities, safe truck access for event set-up, and a well-lit connection from the train station featuring public art and Indigenous language and design elements to celebrate Country.



*Woodward Park concept design plans*

### Experience the World Festival Series

Council delivered a program of world-class festivals that celebrated Liverpool's rich cultural diversity through food, music and community experiences. Four major events were held between July and November including, EuroFest, Starry Sari Night and Primavera Festival.

To date, Liverpool City Council's festival program has attracted more than 112,000 and generated an estimated \$10 million in economic benefit for the local economy, reinforcing the City's position as a leading destination for inclusive, high-quality cultural events.



EuroFest

### Family Fun Days

Council hosted a series of *Family Fun Days* at Carnes Hill, Green Valley, Moorebank and Liverpool between July and November.

The events were designed to bring Council services and engagement opportunities directly into local neighbourhoods, making it easier for residents to connect with staff, provide feedback, and participate in community life. The activations attracted more than 970 participants across all locations.



Family Fun Day

### Japanese Sister City Delegation

The Liverpool-Toda Sister City relationship welcomed students and teachers from Toda, Japan in July. Guests attended classes at local high schools and visited sites around the Local Government Area, including the new Western Sydney Airport.

The Toda students gifted the City of Liverpool a traditional lacquer clock featuring the "Hatsune" design, a symbol of elegance and heritage from Japan's Tokugawa era. The long-standing relationship has shared in cultural exchanges and lasting connections since 1993.



Students and teachers from Toda Japan including Deputy Mayor Peter Harle, Councillor Macnaught and Councillor Ristevski

### Awards of Excellence

Council's Operational Leisure team were awarded two prestigious awards at the Aquatic and Recreation Institute's (ARI) Awards of Excellence.

The team secured the award acknowledging the community engagement undertaken to inform the First Nations Swimming Program now offered at the Michael Wenden Aquatic Centre. The program was developed in collaboration with Gandangara Local Aboriginal Land Council and has made a meaningful impact within community.

The Whitlam Leisure Centre was awarded the Children's Program of the Year award, demonstrating its dedication to the wellbeing of children in the local area.

Council was also awarded Western Sydney Tourism Awards - Gold Winner (Starry Sari Nights) - Event Campaign Award 2025.



Council staff receiving the ARI Awards of Excellence

### City Maintenance

Council continued to deliver its maintenance program during the period.

- More than 9,600 sqm of road pavement was repaired and resurfaced at various locations;
- More than 17 km of road shoulder areas were regraded and maintained;
- Approximately 3,735 linear meters of concrete footpaths and 425 linear meters of kerb were reconstructed at several locations;
- Faded and missing line markings were reinstated on various streets, replacements and new installations of traffic signs and street furniture, valued at \$255,000;
- All 120 gross pollutant traps within the Local Government Area were cleaned twice according to the cleaning schedule, including repairs to damaged drainage structures and removal of waterway weeds. In addition, several street drainage pits were inspected and cleaned;
- More than 1,900 customer requests were received and actioned for various maintenance works;
- More than 1,175 driveway inspections were undertaken; and
- More than 720 road opening applications were processed, and respective permits issued.



St Johns Road Busby



Speed hump crossing - Bardia Parade, Holsworthy

### McGirr Park Opening

Council celebrated the opening of the newly refurbished McGirr Park in Miller with a Family Fun Day and Councillor COFFEE Catch Ups. This event provided the opportunity for residents to meet local Councillors and experience new park upgrades.

The \$1.512 million upgrade was funded through a \$600,000 grant from the NSW Governments Metropolitan Greenspace Program, with Council contributing \$912,000 to transform under-utilised land into a vibrant inclusive space for the community.



*Mayor Ned Mannoun, Member for Liverpool, Charishma Kaliyanda, MP with community members at McGirr Park opening, Miller*

### Building the new Helix Hub

Construction on the new Helix Hub commenced in September. The Helix Hub is the second stage of Civic Place and Liverpool's urban renewal project.

Stage 2 completes the regeneration of Liverpool Civic Place, delivering a mixed-use precinct. It will include a co-living building and a 16,500 sqm education and life sciences facility. Over 650 sqm will be dedicated to high-quality open spaces for the community.

The project has instigated further investment from the state government committing \$200,000 towards creating a Special Entertainment Precinct in the Liverpool City Centre, aiming to attract youth, researchers and employment opportunities into the city, supporting restaurants, shops, housing, health services and local services.



*Built Development Director Jono Cottee, David Moncrieff MP, Federal Member for Hughes, David Borger Business Western Sydney, Ned Mannoun, Mayor, Liverpool City Council, Professor G. Q. Max Lu AO, Vice-Chancellor and President, University of Wollongong and Tina Ayyad, Member for Holsworthy ceremonially turn the earth for Helix Hub's construction start. Photo Credit: Liverpool City Council*

### Liverpool Powerhouse

Between September and November, Liverpool Powerhouse hosted the exhibition 'Dear Belly', featuring some of Australia's most innovative contemporary artists.

The exhibition showcased a diverse range of artworks, including sculptures, ceramics, weaving, film, painting, performance, and storytelling, all inspired by the meals, rituals, and flavours that hold significance in shaping our lives.

The experience extended beyond the gallery walls with a specially crafted 'Liverpool Food Map', guiding art enthusiasts to discover the hidden culinary gems of the town, including cherished takeaways and long-standing family restaurants.



*Dear Belly exhibition*

### Civic Ceremonies

On 17 September Council hosted Australian Citizenship Day at the Liverpool Council Chambers. Mayor Ned Mannoun welcomed over 150 new residents to Liverpool's diverse and multicultural community.

In November, Liverpool commemorated Remembrance Day with a public memorial held at Bigge Park. The ceremony consisted of a minute silence and wreath-laying ceremony. The service was attended by Mayor Mannoun, MPs, RSL members, returned soldiers, military personnel, cadets, school students and the wider Liverpool community.



*Australia Citizenship Day and Remembrance Day held at Liverpool Council Chambers Mayor Ned Mannoun and Deputy Major Peter Harle with new Australian Citizens*

### Driving Circular Economy through partnerships and innovation

Council, in collaboration with Professor Veena Sahajwalla, showcased evolving efficiencies in waste diversion at the Waste Expo Australia event, which attracted more than 4,000 attendees over two days at the Melbourne Convention and Exhibition Centre in October.

Professor Veena Sahajwalla demonstrated the green ceramic tiles produced in partnership with Liverpool City Council. The partnership has seen waste glass and textiles transformed into ceramic tiles exemplifying how Australia can transform waste into high-value manufacturing opportunities through MICROfactories™.



Waste Expo Australia event

### Future Focus Youth Careers Fair

In September, Council joined Apprenticeships Are Us, ADF Careers, Master Builders Association, University of Wollongong, Service NSW, Sporties, Legal Aid NSW and Navitas at the *Future Focus: Youth Careers Fair*. The local initiative hosted by Moorebank Sports Club offered young people a chance to explore opportunities, ask questions and connect directly with employers, apprenticeship providers, universities and training organisations to receive real-world insight into what different careers look like.

The event showcased a wide range of industries including trades, aviation, education, sport, hospitality, community services, law and more.



Future Focus: Youth Careers Fair

### Georges River Estuary Coastal Management Program

Council secured a \$665,000 grant from the NSW Government to support the Georges River Estuary Coastal Management Program.

The program provides vital funding on behalf of the seven partners who collaborate to improve the environmental health of the Georges River.

The Georges River Estuary Coastal Management Program will provide a comprehensive roadmap for improving the river's ecological health, social amenity and climate resilience. It is part of Council's commitment to the Georges Riverkeeper program, which ensures a coordinated and collaborative management of the river system across the region.

The members of the Georges Riverkeeper Group include Bayside Council, City of Canterbury-Bankstown, Fairfield City Council, Georges River Council, Liverpool City Council, Sutherland Shire Council, Campbelltown City Council and Sydney Water.

### Clean up Liverpool Day

Council hosted Clean Up Liverpool Day in September, as part of Clean Up Australia's 'The Great Spring Clean Up' campaign. More than 40 community members and Council staff cleared litter along the Georges River and planted new saplings in Angle Park, Chipping Norton.



*Georges Riverkeeper volunteers and the rubbish they removed after paddling around Chipping Norton Lake at the Canoe Cleanup campaign*



*Volunteers clearing litter along Georges River*

### Liverpool's 2168 Children's Parliament

Council celebrated the 10th anniversary of the 2168 Children's Parliament in November. Since 2016, the Children's Parliament has offered students aged 9 to 12 a formal, structured voice in shaping their community.

Each year approximately 44 young 'parliamentarians' are selected from 11 primary schools across Liverpool. The students conduct surveys, research issues that matter to their peers, and present their findings at sittings in Liverpool City Council Chambers.

The program has reshaped the way Council engages with young people and offers a forum where children can grow their confidence, public speaking skills and leadership capabilities, as well as further strengthen family, schools and the wider community relationships.

The Children's Parliament has assisted in informing the Safe Policy and Behavioural Standard for Keeping Children Safe, healthy-eating canteen programs, breakfast clubs, anti-bullying initiatives, improvements to public spaces, and infrastructure proposals such as lighting and traffic-calming measures.



*Cutting a cake to celebrate a decade of Liverpool's Children's Parliament*

## Service Area Highlights Summary

### Libraries and Museums

- Liverpool libraries continue to achieve a high level of satisfaction in relation to services, customer experience, the quality and variety of spaces available and access to technology with a reported average 4.4-star satisfaction rating representing 93% of respondents from the annual satisfaction survey.
- HSC student support: Delivered nine tutoring sessions (201 students) and a three-week HSC Lock-In program (299 students) for focused study.
- Innovative service delivery: Development of a Library Link at Ed Square Shopping Centre (launch February–March 2026) with pick-up locker, returns bin, and browsing kiosk.
- Heritage and research initiatives: Exhibitions, programs, talks, and publications, including the upcoming book *Madness Then & Now* highlighting Liverpool's medical history.
- Council secured a grant of \$9,900 for Community Cohesion activities from the Federal Government. The grant was administered by ALIA (the Australian Library and Information Association), recognising the unique role that public libraries play in providing spaces and activities that are welcoming to all.
- Council undertook a review of internal data, community feedback, and best-practice early literacy research from State Library NSW. As a result, early childhood programming was redesigned to provide more opportunities for families to stay longer, engage socially, and participate in a broader range of experiences. These changes have strengthened educational outcomes, particularly in early literacy development, while increasing opportunities for social connection.
- Council has also continued to advocate for the development of a supported, statewide early literacy program, modelled on Queensland's First 5 Forever initiative, as well as a simple reading reward app for children. Advocacy has been undertaken through the NSW Public Libraries Network (NSWPLN) and the NSW Library Council.

### Events

- Western Sydney Tourism Awards - Gold Winner (Starry Sari Nights) - Event Campaign Award, Council.
- The 2025 Remembrance Day Service recorded a significant increase in attendance, with more than 250 people participating. This is the highest number recorded to date. The service was particularly notable for the strong representation of Federal and State government attendees. High levels of public participation further contributed to the overall turnout, reflecting growing community engagement and respect for the significance of Remembrance Day.
- Citizenship Ceremonies recorded increased attendance, with 10 Ceremonies held and more than 1050 conferees (including children) participating. Council also strengthened cultural recognition by incorporating First Nations elements into the ceremonies, featuring didgeridoo virtuosos and storytellers, celebrating local history and culture.

### **Recreation and Community Outcomes**

- Council provided more than \$333,000 in financial support to community groups and organisations through its Community Donations, Grants and Sponsorship program.
- The community hubs programs has delivered a range of programs to migrant families attending Council's three (3) partnership schools, these programs vary from effective employment pathways programs, English literacy, physical activity and social cohesion activities have been delivered with 36 community group partners and have engaged more than 100 migrant families.
- The 2168 Children's Parliament program, delivered through a long-term partnership with Mission Australia celebrated its 10-year anniversary at the Liverpool Powerhouse. This flagship program represents the voice of children attending schools within the 2168 area and has influenced Council decision making on key issues specific to the 2168 community.
- Council continues to deliver on innovative youth programs, that this year has included the Liverpool Youth leadership forum, HSC tutoring and a program developed in partnership with Waverly Council to promote social cohesion and improve cultural understanding between the two areas.
- Council achieved significant milestones by securing recognition of its adopted Reconciliation Action Plan from Reconciliation Australia and modernising its First Nations Protocol. These actions strengthen Council's framework for effectively supporting First Nations people.
- Council adopted new hire policies across sport and community facilities, providing greater stability and security for community groups and hirers.

### **Children's Services**

- Liverpool Children's Services has engaged consultant and early childhood professional Adam Christie to support educators in deep reflection and professional growth. Through this collaboration extending over a period of 18 months, educators have explored the principles and practices of slow pedagogy, gaining a deeper appreciation of the value of taking time to observe, reflect, and respond to children's learning. The partnership has also strengthened educators' understanding and use of pedagogical documentation, enabling them to capture and analyse children's learning experiences more effectively. This work has enhanced educators' professional practice, fostering richer, more intentional learning environments that prioritise thoughtful engagement and the holistic development of each child.
- Council successfully received approval for the National Worker Retention Grant, demonstrating its ongoing commitment to supporting and retaining a highly skilled early childhood workforce. Council is currently progressing the application of grant payments to eligible educators, ensuring that staff directly benefit from this initiative. This funding will assist in strengthening workforce stability, recognising the valuable contributions of educators, and supporting the continued delivery of high-quality early childhood programs across Council's services.

### **Arts and Culture**

- 2025 Imagine Awards - Exhibition Projects (Nominee) - Giving Voice: Celebrating the History of the Liverpool Women's Health Centre.
- 2025 Imagine Awards - Engagement Programs (Nominee) - Tagata Moana: People of the Pacific Ocean.
- Establishment of the Liverpool Powerhouse Board.

### **City Infrastructure Delivery and Construction**

- Development Applications were lodged for key projects, including Light Horse Park and Carnes Hill Aquatic Centre.
- Construction works progressed at Macquarie Street (middle section), advancing delivery of critical public domain upgrades.
- Tender documentation preparation and procurement activities were undertaken for major projects at Brickmakers Creek, Carnes Hill Aquatic Centre, Light Horse Park, and Railway Street.
- Detailed design continued to progress across multiple sites, including Light Horse Park, Carnes Hill Aquatic Centre, Brickmakers Creek, Railway Street, Scott Street, and Macquarie Street (south), supporting readiness for future construction phases.
- Construction of a new car park at Light Horse Park is underway as part of Stage 2 of the park's development.

### **City Waste and Recycling**

- The Community Recycling Centre (CRC) collected over 15.07 tonnes of cardboard during the Christmas and New Year period.
- CRC vehicle visitations totalled 26,286 during the reporting period, representing a 14.65% increase compared to the previous period.

### **City Maintenance**

- The Parks and Open Spaces team played a vital role in maintaining and enhancing Council's network of parks, reserves, and open spaces throughout the period. The team focused on delivering safe, clean, and accessible public spaces while supporting environmental sustainability and community wellbeing.
- Facilities maintain and service of portfolio of around 250 buildings, structures and unique facilities. Key accomplishments include the installation and commissioning of the Number Plate Recognition System within Warren Service Way Carpark, the configuration of the tile manufacturing plant at Cowpasture Road and the refurbishment of the ANZAC memorial at Bigge Park.
- Council's Civil maintenance crews continue to increase the volume of works delivered through self-performance, reducing reliance on external contractors and achieving measurable savings while maintaining service quality and delivery timeframes.

### **Urban Design**

- The Liverpool City Centre Public Domain Technical Manual has been published on Council's website, and the Concept Streetscape Design for George Street and Moore Street has been completed.

### **Development Assessment**

- Regional applications have been determined within the 250-day period at 91% with 10 of the 11 submitted determined with an average of 175 days.
- 60% of minor DAs are determined with 40 days with an average of 47 days for determination.

### **Regulatory Compliance**

- Regulatory health inspection targets were exceeded, with 95% of scheduled inspections completed, strengthening public health protection and compliance oversight.
- All construction certificate and complying development certificate applications were determined within statutory timeframes, achieving a 100% on-time determination rate.
- Strong operational performance across Community Standards reflects effective planning, risk-based prioritisation and the commitment of staff to delivering safe, compliant and resilient community outcomes.

### **Environmental Planning and Management**

- Council secured \$358,000 of Commonwealth Government grant funding under the Community Energy Upgrades Fund (Round 2) for solar and battery systems to be installed at six (6) Council properties.
- Council continues to proactively manage legacy contamination across the Liverpool LGA resulting from historically filled construction waste containing asbestos and illegal dumping. During this period, high priority remediation works were completed at Pye Hill Reserve and Rickard Road where recycled topsoil containing anthropogenic material (including glass and asbestos) was completely removed.
- Council received the Keep Australia Beautiful Award for outstanding litter prevention efforts. This recognition highlights Council's commitment to cleaner waterways through targeted restoration and clean-up programs.
- All Council volunteer environment groups received the NSW Volunteering Year Award for their consistent bushland restoration efforts. Their monthly contributions have been vital in protecting and enhancing Liverpool's natural areas.

### **Circular Economy (including FOGO)**

- In 2026-27 Council will be undertaking the continued roll-out of the FOGO waste service. This consists of ongoing information, feedback, encouragement to participate, and ongoing resources for residents who already have access to the service, to keep them engaged and participating.
- Council are doing planning, research and consultation, plus the development of education materials for households in multi-unit and other shared bin premises, ready for the extension of the service to these properties in 2027-28. This extension will require customised assessment of existing buildings and their waste storage facilities. - this is for 2026-27 onwards
- The Circular Economy team is actively working to grow and expand the reach of Council's award-winning mattress recycling service, to bring this to a wider audience across local and State Government entities, NGOs and private businesses. The service delivers exceptional value and waste diversion for this material stream, serving our own residents firstly, but also meeting the increasing needs of Sydney's South-West.
- The MicroFactory, established on Council's premises at Cowpasture Road in partnership with UNSW, continues to produce green ceramics, which will make up the flooring of the new Circular Education Hub. Further work will be carried out over the course of the year to maximise the output of tiles and ceramic products and improve operational efficiency in production, as well as further exploring the range of products that can be produced. Council will investigate the best way that this business can be rapidly scaled up, given the level of interest shown in the products from a range of government and private parties.

### **Animal Management**

- In total, 294 cats were desexed free of charge as part of Council's cat desexing program.
- More than 80% of homeable dogs and 83% of homeable cats were successfully rehomed during the reporting period.

### **Economic Development**

- Council facilitated a \$20 million private sector investment by Pharmicare in Prestons, helping to resolve a previously stalled infrastructure constraint through direct engagement with Endeavour Energy. This intervention enabled the expansion of a local advanced manufacturing facility, which will support approximately 80 jobs once at full capacity, while strengthening local employment opportunities and the resilience of health and pharmaceutical supply chains within the Liverpool LGA.
- Council supported the relocation of major employers including Nepean Engineering and Reo Steel into the Liverpool LGA through collaboration with the Industry Capability Network (ICN). Reo Steel is an established reinforcing steel manufacturer with an estimated 50–100 employees, and Nepean Engineering is an established engineering and fabrication business with an estimated around 150 employees, contributing to local job opportunities and strengthening industrial clustering and industry networks within the Liverpool LGA.
- Continuing strong strategic partnerships with universities including the University of Sydney, UOW, UNSW and WSU.
- Partnerships with CSIRO, Southern Strength Agile Manufacturing Network and Industry Capability Network, supporting advanced manufacturing, STEM and Industry 4.0 capability.
- Supporting over 1,380 jobs, more than 50 local manufacturers, and delivering targeted careers and skills programs for young people and industry.
- Investment confidence has been further boosted through delivery of the Liverpool Property & Investment Forum, attracting strong participation from government, developers and investors, and generating cross-council collaboration interest.
- Regional exposure through the Best of the West Food Lover's Guide, ongoing campaigns with the Liverpool Powerhouse, and flagship events such as Starry Sari Nights and the Motherland African Festival, which have strengthened Liverpool's reputation for cultural diversity and culinary excellence.
- Securing almost \$4.7 million across 22 successful grants, supporting infrastructure upgrades, renewable energy, major cultural events, and workforce pathways, including 12 fully funded cadet, trainee and apprenticeship positions.

### **Commercial Development and Property**

- Major tenancy spaces within Civic Place have been leased, with key tenants including the University of Wollongong and NSW Police now operational on site.

### **Customer Service**

- Council responded to 75,248 calls to 1300 36 2170, with an average answer time of 3 minutes and 30 seconds and an average call handling time of 4 minutes and 30 seconds.
- Supporting the waste team with the rollout of FOGO and resolving related enquiries at the first call resolution.

- Council has been actively developing an AI-powered solution to support after-hours community contact. This initiative aims to provide timely, accurate responses to enquiries outside standard business hours, improving accessibility and ensuring the community can receive assistance whenever it is needed. The solution will complement existing customer service channels, helping staff manage demand and enhancing the overall experience for residents.

#### **Governance and Corporate Management**

- The Annual Report 2024-25 was prepared and endorsed by Council in November 2026. Council also delivered a short Annual Report video, providing a summary of the year in review. The video featured on Council's website and social media platforms and featured in the Liverpool Life January edition and In the Loop, Council's internal communication channel.
- Council continues to progress the review of service areas committed for the new Council term to ensure services remain efficient, responsive, and aligned with community expectations. The first review to be undertaken is Customer Service Requests, which is currently being scoped and is scheduled for completion by 30 June 2026. This review will assess current processes, performance, and service standards to identify opportunities to improve response times, service quality, and the overall customer experience.

#### **Communications**

- More than 1.2 million website views were recorded, with Waste content among the most frequently viewed.

#### **Community Engagement**

- Delivery of stakeholder engagement to inform Liverpool2050 including;
  - The Liverpool 2050 Roundtable attracting senior representatives from government, business, education and community organisations.
  - The Social Cohesion Round table in partnership with the University of Sydney Business School.

#### **Advocacy and Partnerships**

- Council delivered Liverpool's inaugural 2050 and Social Cohesion Roundtables with the University of Sydney, convening over 80 representatives from government, community, business and academia.
- The Roundtable sessions;
- Positioned Council as a regional leader and convener, strengthening partnerships with key agencies and organisations.
- Captured insights on inclusion, growth, safety, youth engagement and resilience that now directly inform Council strategy and advocacy priorities.
- Created strong demand for a continuing roundtable series, with partners requesting follow-up sessions in 2026–2027.
- Council led a coordinated advocacy and community engagement campaign in response to the NSW Government's proposed Fifteenth Avenue upgrade, identifying key gaps against the original FAST Corridor vision. Through targeted community messaging and a call for submissions, Council reinforced the need for a more ambitious, future-focused upgrade that supports long-term growth, connectivity, freight, and employment, using community feedback and a formal submission to strengthen its case.

Service Area	Description
<b>1.1 Libraries and Museum</b>	Council's six libraries provide recreational and educational services and activities including a wide range of collections and delivery programs, events and exhibitions for children, youth and adults. The Liverpool Regional Museum provides exhibitions and events that showcase the heritage and history of the area. The Libraries and Museum service area also collects, organises, preserves and makes available materials of local historical and cultural significance.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith. 1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities. 1d - Embrace the city's heritage and history. 1e - Deliver great and exciting events and programs for our people and visitors.	Director Community and Lifestyle	

Public Comment
<ul style="list-style-type: none"> <li>Community satisfaction with Library Services remains very high. Liverpool's libraries continue to deliver high-quality collections, welcoming spaces, and a diverse range of programs that support the community to work, learn, and engage in leisure activities.</li> <li>In 2025, the library introduced decodable readers to support literacy development, reviewed adult programs to expand social and educational opportunities, and delivered targeted initiatives for HSC students, including tutoring sessions and dedicated study lock-ins.</li> <li>The library continues to develop innovative services, including the upcoming Library Link at Ed Square Shopping Centre and digital engagement campaigns, ensuring accessible and convenient access to resources. Heritage and research initiatives remain a focus, with exhibitions, talks, and publications, such as the forthcoming <i>Madness Then &amp; Now</i>, highlighting Liverpool's unique history and its legacy in medicine and healthcare.</li> <li>Libraries have been successful in securing grant funding for a range of initiatives, including Community Cohesion programming, women's safety projects, and infrastructure upgrades, such as the planned refurbishment of Green Valley Library.</li> <li>The library secured a \$9,900 grant from the Federal Government for Community Cohesion activities, administered by the Australian Library and Information Association (ALIA). This nationally competitive grant recognises the unique role public libraries play in providing welcoming spaces and inclusive activities for all.</li> <li>The funding supported six programs at Yellamundie Library between October 2025 and April 2026, bringing communities together through events including Liverpool's Big Birthday Party, the Empower with Flowers floristry workshop, a Pasifika craft and storytelling session, Multilingual Story Time, and a seniors' art workshop.</li> <li>These initiatives, and ongoing collaboration with community groups, Youth Council, and state partners, demonstrate the library's commitment to meeting the evolving needs of Liverpool's community.</li> </ul>

Service Area	Description
1.2 Events	This service delivers Council's community and civic events program with the aim to deliver activities that will showcase Liverpool as a vibrant global city for major events, tourism and social interaction whilst promoting local businesses, artisans, talent, facilities, and recreation spaces.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith. 1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities. 1e - Deliver great and exciting events and programs for our people and visitors.	Director Community and Lifestyle	

Comment
<ul style="list-style-type: none"> <li>Over the last six (6) month reporting period, Council has delivered a strong program of events that continue to attract audiences, support local creatives and businesses, and contribute positively to the vitality of the CBD and broader community.</li> <li>Attendee satisfaction outcomes across multiple major events remain positive, most individual events are meeting or exceeding their revenue targets, and Council has exceeded its KPI for production cost offsets through successful sponsorships, in-kind support and grant funding.</li> <li>The Experience the World series remains a valued and recognisable program, reinforcing Liverpool's cultural identity and commitment to inclusive, community-focused events. Council remains committed to evolving its events program to ensure it remains fresh, sustainable and responsive to community needs.</li> </ul>

Service Area	Description
<p><b>1.3 Recreation and Community Outcomes</b></p>	<p>The Recreation and Community Outcomes service area seeks to improve the liveability of the Liverpool community through the facilitation and creation of services, programs and activities that improve the physical, mental and social wellbeing of the community.</p> <p>In addition, the service area seeks to identify and address gaps in the provision of services for marginalised populations and targeted community groups. Council leverages its partnerships with its network of community organisations, Non-Governmental Organisations (NGOs) and other agencies and providers.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Fair</p>	<p>1a - Deliver vibrant parks, community hubs and facilities that improve liveability and quality of life for everyone in the community.</p> <p>1b - Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith.</p> <p>1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities.</p> <p>1e - Deliver great and exciting events and programs for our people and visitors.</p> <p>1g - Advocate and work in partnership for improved, accessible health services and infrastructure and screening and promotion programs which meet the needs of Liverpool's growing and diverse population.</p>	<p>Director Community and Lifestyle</p>	

Comment
<ul style="list-style-type: none"> <li>• Council continues to deliver on important programs and services to the Liverpool community and in doing so has delivered tangible outcomes to its residents.</li> <li>• Through the delivery of more than 100 individual program initiatives, Council's programs and partnership initiatives have delivered more than 1.5 million visitations to community sports programs, a further (estimated) 500,000 visitations to community facilities and more than 100,000 visitations to initiatives specifically targeted to support marginalised and/or targeted community groups supporting some of Liverpool's most vulnerable community members.</li> </ul>

Service Area	Description
1.4 Community Planning	The Community Planning service area delivers planning for social infrastructure including community facilities, parks, sporting, recreational and open spaces for Liverpool's existing and growing community.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community. 1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport.	Director Community and Lifestyle	

Comment
<p>Council continues to deliver social infrastructure planning and design projects, including (but not limited to) the following:</p> <ul style="list-style-type: none"> <li>Progressing the development of Master Plans for priority parks, sports and recreational facilities, through the development of concept designs and consultation on detailed designs and stakeholder engagement, including Craik Park, WV Scott Memorial Park, and Sinozich Reserve.</li> <li>Progressing the development of Concept Designs for priority local parks, pocket parks, and play spaces including Local Park 6 and District Park 11 in Austral.</li> <li>Progressing the development of briefs and concept designs for community facilities in growth areas, including Town park Community Hub in Edmondson Park.</li> <li>Progressing the Plan of Management Priority Program for key sites and Crown Lands, including Hammondville Oval and Craik Park.</li> <li>Progressing the Generic Plans of Management for Community Facilities, Parks and Natural Areas and Sportsgrounds.</li> <li>Assisting with technical advice to detailed design of major projects including Lighthorse Park Masterplan and Community Hub, Brickmakers Creek Masterplan and Amenities, and Carnes Hill Masterplan and Aquatic Centre.</li> <li>Council progressed planning for Woodward Park as a future major event and gathering space. Council endorsed the Woodward Park Masterplan for public exhibition and is now undertaking community consultation.</li> <li>Assisting with Voluntary Planning Agreement (VPA) negotiations and providing technical advice on proposed developments, to assist with the development and delivery of developer-led social infrastructure within the Liverpool LGA.</li> <li>Collaborating with NSW Government agencies to deliver social infrastructure projects within the Liverpool LGA.</li> </ul>

Service Area	Description
1.5 Children's Services	Council's Children's Services is responsible for the direct provision of six early education and care services and two preschool service, catering for a total of 260 long day care places and six preschool places. Council is committed to providing the highest quality care and education for children and support for families.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Healthy, Inclusive, Fair	1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community.	Director Community and Lifestyle	

Comment
<ul style="list-style-type: none"> <li>• Council's Early Childhood programs continue to set a benchmark for quality service provision within the Liverpool Local Government Area. Recent data shows that Liverpool City Council's Early Childhood Services make up 31 per cent of education and care centres in the LGA that have received a rating of 'Exceeding National Quality Standards'.</li> <li>• Supported playgroups continued to be delivered in partnership with community organisations, supporting socially isolated families and children to develop connections. These playgroups are funded under the NSW Government Start Strong model, supporting children's pathways to formal early childhood education.</li> <li>• The Transition to School program has been redesigned and is now delivered across three libraries within the LGA. Designed and led by an Early Childhood Teacher, the program strengthens both the social and academic skills of children prior to commencing school.</li> <li>• Council's Early Education and Care Centres partnered with Macquarie University on various research projects, including ORICL – Observe, Reflect, Improve, Children's Learning. These projects provide mutual benefits, allowing Council to gain valuable knowledge on diverse research topics. In 2025, research focused on language acquisition in literacy-rich environments and the use of observation and data tools to examine how educator interactions and learning environments influence children's development.</li> <li>• Children's Services is also working in partnership with Western Sydney University, Macquarie University, and TAFE NSW to strengthen student work placements and practicum opportunities. As part of this collaboration, Nominated Supervisors attended Western Sydney University's end-of-year partnership workshops, providing feedback on current arrangements and contributing ideas to enhance partnerships, engagement, and placement experiences in 2026.</li> <li>• Council continues to strengthen child safe practices across its Early Education and Care Centres through a comprehensive approach aligned with early childhood legislation, the National Quality Framework, and the NSW Child Safe Standards. During this reporting period, Council reinforced strong leadership and governance arrangements placing children's safety and rights at the centre of decision-making, enhanced staff capability through ongoing professional learning, and maintained rigorous recruitment and screening processes. Child safe practices are embedded in daily operations through</li> </ul>

inclusive and well-supervised learning environments, clear expectations regarding safe and responsible use of digital technologies, and strong partnerships with families. Council has also ensured strict compliance with mandatory reporting and the Reportable Conduct Scheme, supporting timely and transparent responses to concerns. These actions demonstrate Council's continued commitment to fostering a culture where child safety is embedded, actively upheld, and continuously improved.

- Children's Services continues to actively engage with local high schools, providing students with meaningful opportunities to explore careers in early childhood education. Initiatives such as the "A Day in the Life – Early Childhood Educator Program", delivered in partnership with the Regional Industry Education Partnership (RIEP) of the Department of Education, allow students in terms 2 and 3 to gain hands-on experience in childcare settings. The program offers mentorship from experienced educators, exposure to career pathways including School-Based Apprenticeships and Traineeships (SBATs) and a practical understanding of the day-to-day responsibilities of an Early Childhood Educator. By working closely with schools, Council helps students develop a real-world perspective on the sector and inspires the next generation of early childhood professionals.
- Council's Children's Services have also strengthened community connections through partnerships with local organisations. This includes intergenerational programs with Hammondcare, collaborations with Meals on Wheels, Our Community Kitchen, Community Café Outreach Service, and the Liverpool Men's Shed, enhancing children's engagement with the broader community and promoting social cohesion.

Service Area	Description
<p style="text-align: center;"><b>1.6 Arts and Culture</b></p>	<p>Liverpool Powerhouse is a dynamic cultural precinct located along the Georges River, delivering inclusive, and engaging arts experiences for all. Home to vibrant exhibitions, live performances, hands-on workshops, festivals and community events, the Powerhouse celebrates and encourages participation in all forms of creativity. With an array of spaces for hire, including various workshop and meeting rooms and a 322 seated theatre. It is also available for private and community functions. Together with award-winning Bellbird Dining &amp; Bar the venue serves as a hub for artistic expression and cultural connection, proudly championing local talent, diverse programming and participation in the creative industries.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Fair</p>	<p>1b – Foster a cohesive and inclusive community that embraces cultural diversity and supports freedom for all residents to comfortably express and practice their faith. 1c – Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities. 1e – Deliver great and exciting events and programs for our people and visitors.</p>	<p>Director Community and Lifestyle</p>	

Comment
<ul style="list-style-type: none"> <li>• Liverpool Powerhouse continues to offer diverse and engaging experiences, from exhibitions like Dear Belly and Revealing Dressed to the Cloaks of Feeling Kids &amp; Families exhibition, regular markets, Sunday Live Sessions, and immersive workshops.</li> <li>• Dining offerings at the Bellbird Cafe including the Degustation Menu, Saturday Breakfast, Premium Wine Tasting, Arts Dining Experiences, and Truffle Degustation have enhanced visitor experiences. A new venue hire prospectus has successfully attracted new clients, expanding corporate audiences and contributing to improved visitation and revenue streams.</li> </ul>

Service Area	Description
<p><b>1.7 City Infrastructure Delivery and Construction</b></p>	<p>The City Infrastructure Delivery and Construction service area undertakes the planning and delivery of Council's asset renewal and replacement programs to ensure ongoing asset serviceability and continuity, to provide best value investment in community infrastructure. This service is also responsible for planning and delivering Council's major and strategic community infrastructure projects to meet demand from growth and to improve the amenity and liveability across the LGA.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Healthy, Inclusive, Fair</p>	<p>1a - Deliver vibrant parks, community hubs, services and facilities that improve liveability and quality of life for everyone in the community. 1c - Adopt a place-based, integrated neighbourhood approach to service delivery that ensures equitable access to services and outcomes for all communities. 1f - Support active and healthy lifestyles by improving accessibility, footpaths, cycleways and walkways and other infrastructure that promotes and supports active transport. 1g - Advocate for improved, accessible health services and infrastructure which meet the needs of Liverpool's growing and diverse population.</p>	<p>Director Community and Lifestyle</p>	

Comment
<ul style="list-style-type: none"> <li>• Council's Asset Renewal Program is currently underway and is scheduled for completion by the end of the financial year. The majority of projects are currently in the planning and design phase, with land acquisition underway.</li> <li>• The Western Sydney Infrastructure Grants Program continues with six projects in progress. Detailed design, DA lodgements, procurement and construction were the major activities during the period.</li> </ul>

Service Area	Description
2.1 City Waste and Recycling	The City Waste and Recycling service maintains and improves the amenity of the Liverpool area through action, education, and enforcement. It provides domestic waste services for Liverpool residents including the collection and processing of recycling, green waste, bulk waste, and various problem waste streams.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2d - Manage waste effectively and be a leader in creating a vibrant circular economy.	Director Operations	

Comment
The Community Recycling Centre continues to be a well visited and high-profile facility as the number of customers continue to increase with residents improving their recycling rates on all problem waste streams.

Service Area	Description
<p style="text-align: center;"><b>2.2 City Maintenance</b></p>	<p>The City Maintenance service is committed to maintaining and enhancing the community's public infrastructure and outdoor environments. The service maintains the upkeep and repair of Council's footpaths and road assets the Central Business District (CBD) and oversees a comprehensive park maintenance program that includes proactive inspections, cleansing, and the sanitisation of playgrounds and picnic areas. With a strong focus on delivering accessible, high-quality recreational spaces, the service promotes physical activity, social interaction, and overall community well-being. Operating at the intersection of urban planning, environmental stewardship, and public health, the team strives to create vibrant, inclusive spaces for all. Additionally, it plays a critical role in emergency response, ensuring the continuity of Council services and the safety of public assets across the Local Government Area (LGA) during emergencies.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.</p>	<p>Director Operations</p>	

Comment
<ul style="list-style-type: none"> <li>• Operational Facilities strives to maintain and support an array of buildings and structures, building related plant and assets to ensure legislated requirements are implemented exceeding that of the minimum standards.</li> <li>• Council's Parks and Open Spaces Maintenance Program is continuing to enhance local environments for residents and visitors. This Spring, approximately 65 hectares of sports field renovations have been completed, helping to provide safer, higher-quality facilities for community sport and recreation. In addition, approximately 260 linear metres of mulch produced through Council's in-house tree works has been reused across gardens throughout the LGA, supporting healthier green spaces and sustainable maintenance practices for the community to enjoy.</li> <li>• During the reporting period, over 9,600 m<sup>2</sup> of road pavement were repaired and resurfaced across multiple locations, and approximately 17 km of road shoulders were regraded and maintained to improve pavement edge support and road safety.</li> <li>• Approximately 3,735 linear metres of concrete footpath and 425 linear metres of kerb and gutter were reconstructed at various sites to address asset condition and compliance with current standards.</li> </ul>

- Line marking works were undertaken to reinstate faded and missing pavement markings on several streets. This also included the replacement and installation of traffic signs and street furniture, with a total expenditure of \$255,000.
- All 120 gross pollutant traps (GPTs) within the LGA were cleaned twice in accordance with the scheduled maintenance program. Associated works included repairs to damaged drainage structures, removal of weeds from waterways, and inspection and cleaning of street drainage pits.
- More than 1,900 customer service requests relating to civil maintenance were received, inspected, and actioned within the required service timeframes.
- Council carried out more than 1,175 driveway inspections, with approvals issued for construction were compliant. Additionally, over 720 Road Opening applications were assessed, processed, and permits issued in a timely manner.

Service Area	Description
2.3 Urban Design	The Urban Design service area provides specialist advice to Council, the community, developers, the NSW Government and other organisations to guide the design of the built environment in Liverpool. This service area also provides design excellence services for Council.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2b - Create a vibrant and pleasant evening economy by supporting diverse dining, cultural, and entertainment experiences in safe and welcoming public spaces. 2c - Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2h - Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle. 2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city. 2k - Ensure housing diversity and affordability for people of all ages, incomes, and household types.	Director Operations	

Comment
<ul style="list-style-type: none"> <li>• Council met its target for ongoing projects and programs.</li> <li>• Specialist Urban Design advice was provided within set timeframes in the majority instances.</li> <li>• The Design Excellence Panel (DEP) were held in accordance with adopted Charters and Procedures.</li> <li>• Urban Design projects and initiatives were progressed and delivered to schedule.</li> </ul>

Service Area	Description
2.4 Regulatory Compliance	The Regulatory Compliance service area is responsible for Council's enforcement processes, managing and maintaining public health compliance, approval and monitoring of building construction work and the issuing of licences and other approvals required under legislation to maintain a healthy and safe city.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2c - Enhance community safety and confidence through inclusive design, strong partnerships, and active community engagement.	Director Operations	

Comment
<ul style="list-style-type: none"> <li>• During the reporting period, Council delivered strong regulatory compliance outcomes with inspection and certification targets met or exceeded, strengthening public health, safety and confidence across the city.</li> <li>• Regulatory compliance activities also performed well, with inspection and certification targets met or exceeded, supporting public health, safety and confidence across the city. These results demonstrate a proactive approach and the dedication of officers to maintaining a liveable, safe and resilient community.</li> </ul>

Service Area	Description
2.5 Development Assessment	The Development Assessment service delivers statutory planning services to the community. It is responsible for assessing and determining various applications in a robust manner to enable the creation of liveable communities and environments while also providing development related advice to key stakeholders.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.	Director Planning and Design	

Comment
<ul style="list-style-type: none"> <li>The Development Assessment Team continued to work towards improving Development Application performance, whilst ensuring best practice planning, and high-quality urban design outcomes were achieved for the benefit of the Liverpool community.</li> <li>Regional applications have been determined within the 250-day period at 91% with 10 of the 11 submitted determined with an average of 175 days.</li> <li>60% of minor DAs are determined within 40 days with an average of 47 days for determination.</li> </ul>

Service Area	Description
<b>2.6 Environmental Planning and Management</b>	The Environmental Planning and Management service area manages Council's natural environment to meet legislative requirements and improve Council's Environmental sustainability performance.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2a - Deliver a beautiful, clean and inviting city for the community to enjoy. 2e - Create a cooler, greener Liverpool by improving tree canopy, enhancing public green spaces, and embedding sustainability across all of Council's operations. 2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses. 2h - Collaborate with First Nations communities to improve access to the Georges River and support its transformation into a vibrant place for recreation, culture, and lifestyle.	Director Operations	

Comment
<ul style="list-style-type: none"> <li>• Council continues to prioritise high impact actions from the Climate Action Plan to reduce emissions, including successfully securing grant funding to install solar and battery systems and installing smart water meters.</li> <li>• High priority remediation works were completed at Pye Hill Reserve and Rickard Road where recycled topsoil containing anthropogenic material (including glass and asbestos) was completely removed.</li> <li>• Council progressed the review of its Environmental Restoration Plan framework. Council's environmental programs achieved significant achievements in community engagement and ecological restoration.</li> </ul>

Service Area	Description
<p><b>2.7 Circular Economy (Including FOGO)</b></p>	<p>The Circular Economy service provides essential waste management services to the community, focusing on sustainability and efficiency. The service area operates by implementing robust domestic waste policies, advancing waste education, and driving forward thinking waste projects. Council's services contribute significantly to the overarching goal of enhancing environmental stewardship while promoting community involvement in sustainable practices.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2d - Manage waste effectively and be a leader in creating a vibrant circular economy.</p>	<p>Director Operations</p>	

Comment
<ul style="list-style-type: none"> <li>• In July 2025 Council introduced, the Food Organics and Garden Organics (FOGO) waste service to all households within the LGA that have a dedicated set of waste bins. This represents the most significant change to domestic waste services since the introduction of the yellow-lid co-mingled recycling bin. The FOGO waste service combines food organics (FO) in the form of food scraps, bones, peelings and rinds, and foods that are past useability, with Garden Organics (GO) from the garden including grass, leaves, twigs and hedge trimmings. This service was launched on 7 July 2025 and was implemented with minimal issues or negative feedback reported, and within expected levels of participation.</li> <li>• Council continues to promote the use of the FOGO service, as the extensive community use of this service is the best way to reduce the cost of waste to the community, and providing a valuable and readily saleable soil component. Action to measure the objective success of the service will be undertaken in the next reporting period.</li> <li>• The fit-out of the new Circular Economy Education Centre remains on track to be completed by the end of February, with the facility scheduled to welcome its first visitors in March.</li> </ul>

Service Area	Description
<p><b>2.8 Infrastructure and Floodplain Planning and Management</b></p>	<p>This service area includes the provision of Asset Management policies, strategies, systems and programs for Council-owned infrastructure assets, to continue to deliver the required levels of service, over time including;</p> <ul style="list-style-type: none"> <li>• Floodplain Management policies, strategies, systems and programs, to enable controlled occupation of flood prone land, and to reduce the impact of flooding and flood liability;</li> <li>• Policies, strategies and programs for the conveyance and management of stormwater, to improve the health and quality of our waterways;</li> <li>• Topographical surveys to enable the design of new or upgrades to existing infrastructure;</li> <li>• Designs for new or upgrades to existing roads, streets, traffic facilities, drainage, cycleways, footpaths, carparks and other civil infrastructure assets;</li> <li>• Survey set out services to facilitate the construction of infrastructure projects; and</li> <li>• Technical support to other Council departments and stakeholders involved in the planning, delivery, and management of infrastructure.</li> </ul>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2g - Manage stormwater and drainage infrastructure to mitigate risk to the environment and the community.</p>	<p>Director Operations</p>	

Comment
<ul style="list-style-type: none"> <li>• Progress continued on the Moorebank Voluntary Acquisition Scheme. Council has purchased 124 properties since the commencement of the scheme in 1984. The remaining 51 properties along Rickard Road and Newbridge Road will be purchased progressively. The project is jointly funded by Council and the NSW Government under the State Floodplain Management Program. Following completion of the acquisitions, all structures on this property will be removed and the land will be converted into public open space.</li> <li>• Council is undertaking reviews of the Cabramatta Creek Overland Flood Study and Floodplain Risk Management Study.</li> </ul>

Service Area	Description
<p style="text-align: center;"><b>2.9 City Planning</b></p>	<p>The City Planning service includes Strategic Planning, Contributions Planning, e-Business, Public Art and Heritage. This diverse portfolio translates Council’s strategic objectives and vision outlined in the Local Strategic Planning Statement (LSPS) and Community Strategic Plan into key land use planning directives to meet growing demand for housing, support continued economic growth and jobs and effectively meets the infrastructure and services needs of Liverpool’s growing communities.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>2i - Promote and advocate for an integrated transport network with improved public transport options and connectivity. 2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.</p>	<p>Director Planning and Design</p>	

Comment
<p>Key highlights within the City Planning portfolio over the past six months include Council endorsement to progress the Principal Planning Proposal for the new Liverpool Local Environmental Plan, continued progress on the reform of Council's Contributions Planning Framework and finalising the review of an updated Public Arts Policy.</p>

Service Area	Description
2.10 Land Development	This service provides a pivotal role in managing and guiding growth in the Liverpool LGA. This includes providing both internal and external customers with engineering advice for all matters relating to developments in the Liverpool LGA.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2j - Deliver effective and efficient planning and high-quality urban design to provide best outcomes for a growing city.	Director Planning and Design	

Comment
<ul style="list-style-type: none"> <li>• Council continues to provide engineering advice and process approvals from Subdivision Works Certificates (Subdivision Certificates, Section 138 Roads Act approvals and Section 68 Approvals.</li> <li>• Council also continues to focus on a timely assessment in providing engineering advice and conditions for development applications.</li> </ul>

Service Area	Description
<p><b>2.11 Traffic and Transport Management</b></p>	<p>Council's Traffic and Transport Management service plans for the safe and efficient movement of traffic on Council's local road network. The service works in collaboration with Transport for NSW (TfNSW) to improve regional transport infrastructure and services in the LGA. It also manages Council's key parking assets including on-street parking, car parks, parking equipment, parking permit schemes road and laneway closures.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Liveable, Sustainable, Resilient</p>	<p>21 - Promote and advocate for an integrated transport network with improved public transport options and connectivity.</p>	<p>Director Planning and Design</p>	

Comment
<ul style="list-style-type: none"> <li>• Traffic and Transport Management continues to present challenges across the Local Government Area.</li> <li>• Council has made progress in addressing key priorities and continues to seek funding to further improve the local road network to ensure the safest environment possible for all road users.</li> </ul>

Service Area	Description
2.12 Animal Management	This service area manages the Liverpool Animal Shelter and provides the community with an accessible facility that meets legislative requirements under the Companion Animals Act 1998.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Liveable, Sustainable, Resilient	2f - Protect and enhance our natural environment and increase the city's resilience to the effects of natural hazards, shocks and stresses.	Director Planning and Design	

Comment
<p>Liverpool Animal Shelter continues to demonstrate a high level of dedication and commitment to animal welfare. A total of 294 cats were desexed free of charge as part of Council's cat desexing program and more than 80% of homeable dogs and 83% of homeable cats were successfully rehomed during the reporting period.</p>

Service Area	Description
<p><b>3.1 Economic Development</b></p>	<p>The Economic Development service area is committed to working with businesses and stakeholders to provide an environment that supports sustainable economic growth and business opportunities. This service area supports Council and the local economy in facilitating solutions on major employment opportunities creating projects, securing grants for council projects and partnering with stakeholders to position Liverpool as a thriving city of cultural diversity, economic activity and local jobs.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Evolving, Prosperous, Innovative</p>	<p>3b - Promote and deliver an innovative, thriving and internationally recognised global city.                      3c - Market Liverpool as a business destination and attract investment to the region.                      3d - Facilitate quality local employment and training opportunities and develop the economic capacity of local businesses and industries.                      3e - Position Liverpool as a University City by attracting tertiary institutions, fostering the Liverpool Innovation Precinct, and creating a vibrant student-friendly environment that supports learning, living, and industry collaboration.                      3g - Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life for Liverpool's residents.                      3f - Expand local education and employment pathways to support lifelong learning, skills development, and job readiness for all residents.</p>	<p>Director Planning and Design</p>	

Comment
<ul style="list-style-type: none"> <li>• Council's City Economy team has made strong progress in implementing Council's Economic Development Strategy 2024–2034, strengthening Liverpool's position as a growing economic, innovation, and cultural hub. Delivery has been driven through an integrated, cross-Council model approach that aligns precinct activation, industry development, investment attraction and placemaking with broader city-shaping priorities.</li> <li>• Key outcomes include the facilitation of significant private sector investment, and the attraction and expansion of major employers. Strategic partnerships with universities have further expanded Liverpool's profile as a University City, supporting applied research, innovation pipelines, workforce capability and industry engagement, and supported the growth of the Liverpool Innovation Precinct.</li> <li>• Council strengthened advanced manufacturing, STEM and Industry 4.0 capability through partnerships with organisations including the CSIRO, Southern Strength Agile Manufacturing Network and Industry Capability Network. These initiatives have supported more than 1,380 jobs, more than 50 local manufacturers, and delivered targeted careers and skills programs for young people and industry.</li> </ul>

- Liverpool's profile as a destination has continued to grow through tourism promotion, cultural programming and major events, including Starry Sari Nights and the Motherland African Festival. Governance has been reinforced through the reappointment of the Tourism and CBD Committee, while planning for a Special Entertainment Precinct will support the future of live music and nightlife in the CBD.
- In 2025, Council also achieved strong funding outcomes, securing almost \$4.7 million in external grant funding, to support infrastructure upgrades, renewable energy, major cultural events, and workforce pathways, including 12 fully funded cadet, trainee and apprenticeship positions.
- Collectively, these initiatives demonstrate a coordinated and outcomes-focused approach to economic development driving investment, jobs, innovation, culture and place-making while positioning Liverpool for sustained long-term growth.

Service Area	Description
3.2 Commercial Development and Property	The Commercial Development and Property service supports Council in developing projects which facilitate commercial opportunities and support key assets delivery and precinct master planning. In addition, this service enables Council to deliver economic and commercial activities through the acquisition of land and easements to facilitate the delivery of infrastructure and community facilities.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3c - Market Liverpool as a business destination and attract investment to the region.	Office of the CEO Director Corporate Services	

Comment
<ul style="list-style-type: none"> <li>• Council is progressively acquiring the lands zoned for a public purpose in the Austral, Edmondson Park release areas with many reserves already completed and at design stage for final construction and delivered to the public.</li> <li>• Stage 2 of the Liverpool CBD Car Park Expression of Interest (EOI) is scheduled to commence.</li> </ul>

Service Area	Description
3.3 Transport Strategy and Planning	Council's Transport Strategy and Planning service sets Liverpool's transport vision while planning for future infrastructure and services across all modes of transport.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Evolving, Prosperous, Innovative	3a - Continue to invest in improving and maintaining Liverpool's road networks and infrastructure.	Director Planning and Design	

Comment
Council continues to manage a significantly increased program of work, including major projects and initiatives including Woodward Park, Fifteenth Avenue consultation, George and Moore Street cycleway advisory services, Lismore Street upgrades, the Austral Master Plan, Contributions Schemes and other high-level strategic activities.

Service Area	Description
4.1 Customer Service	Council's Customer Service team provides support services to the community and aims to deliver quality customer service by resolving enquires, bookings and payments relevant to all of Council services in an efficient and effective manner.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4a - Place customer satisfaction, innovation and best practice at the centre of all operations. 4c - Position Council as an industry leader that plans and delivers services for a growing city.	Director Community and Lifestyle	

Comment
<ul style="list-style-type: none"> <li>• Council is actively exploring business solutions to strengthen the way customer contact is managed, including the assessment of new technologies, system enhancements and streamlined processes to improve responsiveness, efficiency and the overall customer experience. A continued focus remains delivering a consistent, high-quality service to customers across all contact points.</li> <li>• During this reporting period, Council responded to 75,248 calls to 1300 36 2170, with an average answer time of three (3) minutes and 30 seconds and an average call handling time of four (4) minutes and 30 seconds.</li> <li>• Council reports a significant improvement in the collection of outstanding rates and annual charges, with a reduction from 4.60% for the period July to December 2025. This positive trend reflects Council's continued efforts to support ratepayers through proactive engagement and effective debt management practices.</li> </ul>

Service Area	Description
<p><b>4.2 Governance and Corporate Management</b></p>	<p>Council's Governance and Corporate Management service plans and coordinates Council's internal operations to ensure that it is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4a - Place customer satisfaction, innovation and best practice at the centre of all operations.                      4c - Position Council as an industry leader that plans and delivers services for a growing city.                      4e - Demonstrate a high standard of transparency and accountability through a comprehensive governance framework                      4g - Embrace Smart City initiatives by improving digital connectivity and smart technology.                      4h - Collaborate regionally, develop and maintain strong relationships with agencies, stakeholders and businesses to advance strategic priorities and improve quality of life or Liverpool's residents.</p>	<p>Office of the CEO                      Director Corporate Services                      Director Community and Lifestyle</p>	

Comment
<ul style="list-style-type: none"> <li>• There was a significant increase in the number of Civic Events delivered during the period, supporting community engagement and enhancing Council's brand and reputation.</li> <li>• Existing civic events were reviewed and refined to ensure compliance and to enhance the overall experience, with a focus on increasing community awareness and encouraging visitation. As a result, civic commemorative services and events were well attended, supported by active promotion through Council's website and social media channels.</li> <li>• Human Resource initiatives and actions are all on target in accordance with the Workforce Management Strategy 2025-2029. These initiatives are providing improvements in leadership capability, workforce development and ultimately the culture for Council. Each lever will contribute to the holistic improvements that contribute to the BETTER transformational program.</li> <li>• Council's Legal and Governance team continues to support transparency and compliance with legal requirements.</li> <li>• Council's Annual Report 2024-2025 was prepared and endorsed by Council in November 2026. Council also delivered a short Annual Report video, providing a summary of the year in review. The video was promoted through Council's website and social media platforms and featured in the Liverpool Life January edition and In the Loop, Council's internal communication platform.</li> </ul>

Service Area	Description
<p><b>4.2 Governance and Corporate Management</b></p>	<p>Council's Governance and Corporate Management service plans and coordinates Council's internal operations to ensure that it is transparent in its decision making, efficiently delivers services to the community and meets legal and legislative requirements. This service also enables the ongoing improvement and development in the safe, lawful, sustainable and optimal management of Council's people and resources aligned to the Community Strategic Plan, Delivery Program and Operational Plan.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4g - Embrace Smart City initiatives by improving digital connectivity and smart technology.</p>	<p>Director Corporate Services</p>	

Comment
<p>Council continues to work on the evaluation of enterprise architecture to ensure systems are fit for purpose. Additional project assurance activities have been introduced and the project delivery schedule is currently under review.</p>

Service Area	Description
<p><b>4.3 Financial Management</b></p>	<p>The Financial Management service provides Council financial accounting and support services relating to the development and implementation of financial policies and procedures, statutory reporting, budgeting and management reporting, Goods and Services Tax (GST) and Fringe Benefits Tax (FBT) accounting and reporting, banking, investments, debt collection, accounts payable and financial systems.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4d – Ensure Council is accountable and financially sustainable through the strategic management of assets and resources.</p>	<p>Director Corporate Services</p>	

Comment
<ul style="list-style-type: none"> <li>• Council is continuing to seek to improve its financial sustainability.</li> <li>• There has been no breach to any legislative obligations in the reporting period.</li> </ul>

Service Area	Description
<p style="text-align: center;"><b>4.4 Communications</b></p>	<p>The Communications service area forms ideas, develops and delivers all written and visual communications to support Council's strategies, campaigns, projects, events and initiatives through media releases, external media and public relations, video, photography, print and digital materials, websites, email and social media. This service area is also responsible for governance of Council's internal communications to staff and supporting the Mayor as the official spokesperson for Council and the Chief Executive Officer as the operational spokesperson.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4b - Communicate, listen, engage and respond to the community by encouraging participation. 4c - Position Council as an industry leader that plans and delivers services for a growing city.</p>	<p>Director Community and Lifestyle</p>	

Comment
<ul style="list-style-type: none"> <li>• Council continues to keep the community informed by delivering communication materials across a range of media platforms including social media, email, print and online.</li> <li>• More than 9 million impressions were generated across Council's social media channels, with follower numbers increasing by 11.4% during the reporting period.</li> <li>• Council delivered nine (9) campaigns during the period. The campaigns include: <ul style="list-style-type: none"> <li>- Food Organics and Garden Organics (FOGO) service;</li> <li>- Starry Sari night;</li> <li>- Clean Up Liverpool Day;</li> <li>- Primavera Latin America Festival;</li> <li>- Order of Liverpool Awards;</li> <li>- Pasifika Festival;</li> <li>- Liverpool Foundation Day;</li> <li>- 12 Days of Christmas; and</li> <li>- New Year's Eve at Bigge Park.</li> </ul> </li> </ul>

Service Area	Description
4.5 Community Engagement	The Community Engagement service area is responsible for building strong, collaborative relationships between Council and the community it serves. It ensures that community is represented, valued, and reflected in decision-making, programs, and services.

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
Visionary, Leading, Responsible	4b - Communicate, listen, engage and respond to the community by encouraging participation.	Office of the CEO Director Community and Lifestyle	

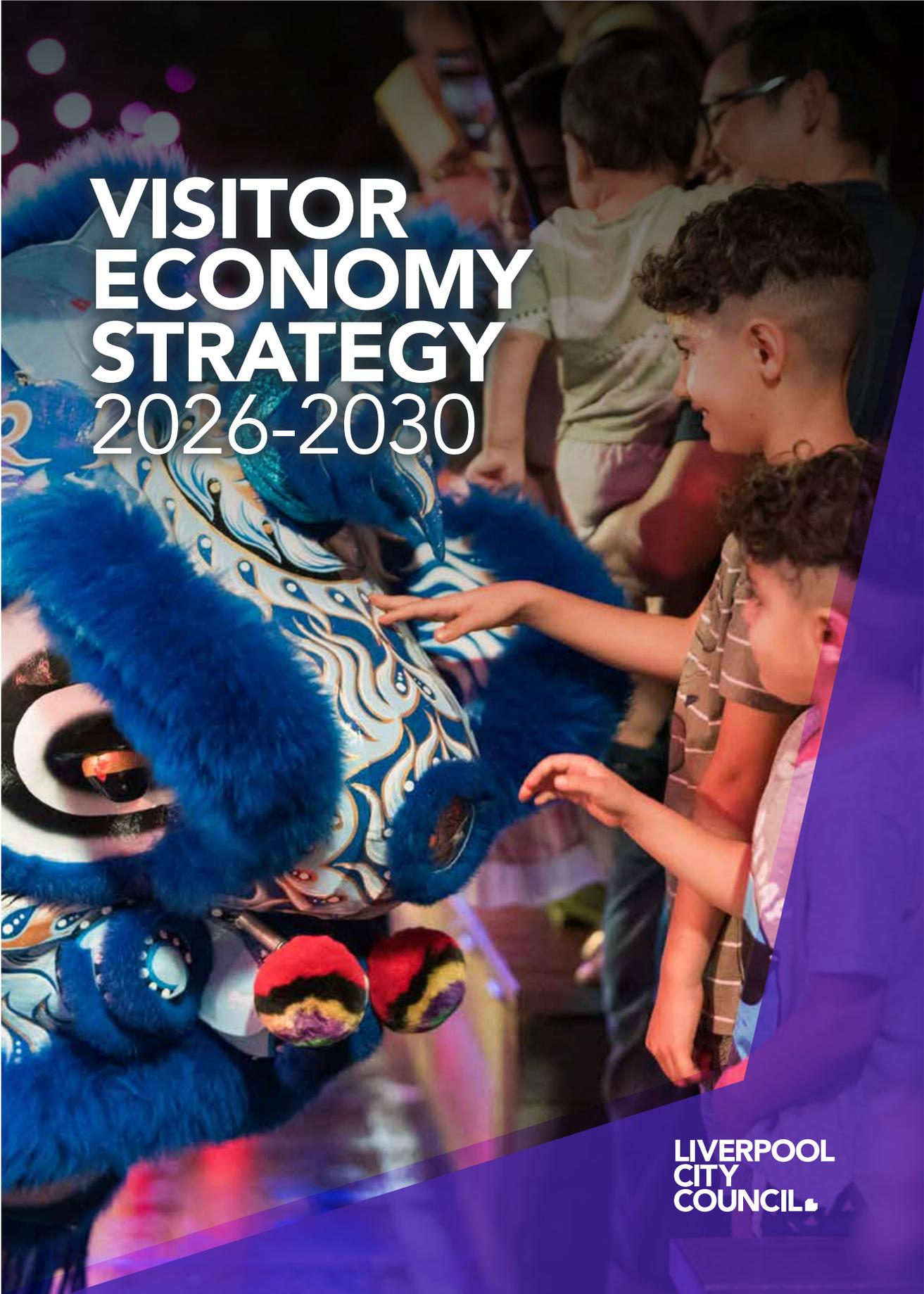
Comment
<ul style="list-style-type: none"> <li>• A refreshed Community Engagement Program was implemented, offering a mix of bi-monthly night-time Drop-In Sessions at major hubs and day-time Pop-Ups at local shopping centres, making it easier for the community to connect with Council and incorporating improvements based on community feedback.</li> <li>• Additional opportunities for informal engagement with Councillors were provided at local markets and Family Fun Days, reinforcing Council's commitment to engaging community members unable to attend in person, Council provided alternative engagement options, including key information shared via videos on social media, fact sheets on the <i>What's Happening in My Neighbourhood</i> page, and online engagement platforms such as Liverpool Listens. For those unable to attend in person, key information is shared through videos on social media and fact sheets on the What's Happening in My Neighbourhood page and through online engagement platforms including Liverpool Listens and other social media channels.</li> <li>• Council has also enhanced its visibility through community engagement stalls, including the Bradfield Community Open Day, Family Fun Days at McGirr Park, NAIDOC Week celebrations, and Powerhouse Markets. These activities continue to strengthen connections and ensure community voices are heard.</li> <li>• Council delivered its inaugural Social Cohesion Roundtable in partnership with the University of Sydney, bringing together over 80 representatives from government, community, businesses, and academia.</li> </ul>

Service Area	Description
<p style="text-align: center;"><b>4.6 Advocacy and Partnerships</b></p>	<p>This service area plays a critical role in representing the interests of the community by proactively engaging targeted advocacy efforts which are aimed at securing resources, influencing policy and supporting the delivery of infrastructure that aligns with the Liverpool community's evolving needs and long-term aspirations. In addition to its advocacy function, the service area is also responsible for establishing and maintaining strategic partnerships that foster collaboration and enable the joint development of innovative and effective solutions to challenges facing South West Sydney.</p>

Strategic Objective	10-Year Strategies	Responsibility	Overall Status
<p>Visionary, Leading, Responsible</p>	<p>4b - Communicate, listen, engage and respond to the community by encouraging participation. 4c - Position Council as an industry leader that plans and delivers services for a growing city. 4f - Collaborate with key stakeholders to advocate for investment and infrastructure that support Liverpool's transformation into the capital of South West Sydney.</p>	<p>Office of the CEO Director Planning and Design</p>	

Comment
<ul style="list-style-type: none"> <li>• Council's advocacy efforts during the reporting period strengthened Liverpool's position as a leading voice for South West Sydney. Through targeted engagement, strategic partnerships and evidence-based submissions, Council continues to champion investment in transport, housing and essential infrastructure aligned to the needs and aspirations of the community.</li> <li>• Between July and December 2025, Council continued to strengthen its advocacy and partnerships, with a focus on regional collaboration, infrastructure investment and long-term growth outcomes. This period saw active engagement through key regional forums including the Western Sydney Airport Conference, Western Sydney Leadership Dialogue (WSLD) and the Western Sydney Regional Organisation of Councils (WSROC), ensuring Liverpool's priorities were consistently represented at both a strategic and delivery level.</li> <li>• Council worked closely with government agencies, neighbouring councils, industry and community stakeholders to advance shared advocacy objectives, particularly around transport connectivity, economic development, housing supply and social cohesion. These partnerships supported a coordinated regional voice on issues impacting the Liverpool LGA, while also positioning Council as a proactive contributor to broader Western Sydney policy discussions.</li> <li>• This collaborative approach has strengthened relationships with key partners, improved alignment across regional priorities, and laid the groundwork for continued advocacy into 2026, particularly in relation to infrastructure delivery, airport-related opportunities and long-term strategic planning.</li> </ul>

# VISITOR ECONOMY STRATEGY 2026-2030



## ACKNOWLEDGEMENT OF COUNTRY

Liverpool City Council acknowledges the traditional custodians of the land that now resides within Liverpool City Council's boundaries, the Cabrogal clan of the Darug Nation. We acknowledge that this land was also accessed by peoples of the Dharawal and Darug Nations.

Liverpool City Council is committed to working in partnership with the three Local Aboriginal Land Councils (LALCs) operating within the Local Government Area including Gandangara, Deerubin, and Tharawal.

Council recognises the importance of collaboration with our First Nations partners, each of which plays a vital role in managing and advocating for Aboriginal land rights and cultural heritage under the *Aboriginal Land Rights Act 1983*.

By respecting the distinct boundaries and responsibilities of each LALC and acknowledging the traditional custodians including the Darug Nation and the Cabrogal Clan, Council will foster ongoing dialogue and shared decision-making.

This partnership approach ensures that First Nations voices and priorities are reflected in strategic planning and service delivery, helping to build a more inclusive, culturally aware, and connected Liverpool for current and future generations.

## ACCESS AND EQUITY STATEMENT

Liverpool City Council acknowledges and respects First Nations people as the original inhabitants of the land which now resides within the Liverpool Local Government Area, the people of the Dharug (Darug) and Tharawal (Dharawal) nations. Liverpool City Council also acknowledges and respects Liverpool's multicultural communities and their varied cultural backgrounds, languages, traditions, religions and spiritual practices.



# CONTENTS

<b>Message from the Mayor</b>	<b>4</b>
<b>1. Introduction</b>	<b>6</b>
1.1 The Visitor Economy	8
1.2 Why a Visitor Economy Strategy?	9
1.3 The Role of Council	10
<b>2. Policy Framework</b>	<b>11</b>
2.1 Links to Other Planning Initiatives	12
2.2 Challenges with Links to the Community Strategic Plan	13
<b>3. Liverpool's Visitor Economy</b>	<b>14</b>
3.1 Demographics	15
3.2 Visitor Profile	16
3.3 Liverpool's Product Offering	18
3.4 Accommodation	20
<b>4. Strategic Considerations</b>	<b>21</b>
4.1 Strengths	21
4.2 Challenges	22
4.3 Opportunities and Industry Trends	23
<b>5. Visitor Economy Strategy Framework</b>	<b>25</b>
Pillar 1: Destination Marketing	28
Pillar 2: Vibrant and Activated Places	29
Pillar 3: Evening Economy	30
Pillar 4: Heritage, Culture and Community	32
Pillar 5: Enabling the Visitor Economy	33
Pillar 6: Industry Collaboration	34
<b>6. Monitoring and Reporting</b>	<b>35</b>
Evaluation and Review	35
Implementation Plan	36
<b>Appendix 1 - LIVERPOOL BASELINE VISITOR FIGURES</b>	
<b>Appendix 2 - LIVERPOOL HOTELS AND SHORT-TERM LETTING STUDY</b>	

## A MESSAGE FROM THE MAYOR



### **More Visitors, More Energy, More Liverpool**

Liverpool's Visitor Economy Strategy sets out a clear and unambiguous blueprint for a city ready to embrace its future. The imminent opening of Sydney's only 24-hour international airport on our doorstep means Liverpool is poised to become a gateway for national and international travellers: a place where visitors can stay, explore, and experience a rich and welcoming city at any hour of the day.

Council is growing the 24-hour economy and developing a dedicated entertainment precinct that brings together dining, live music, cultural experiences, and safe evening activity. This work will ensure Liverpool becomes a vibrant, bustling city of entertainment; where creativity, culture, and community thrive long after the sun sets and attracts hundreds of thousands of visitors.

Our arts and cultural landscape is already one of our greatest strengths. Liverpool Powerhouse Arts Centre stands as a national leader in contemporary art, performance, and multicultural storytelling, drawing audiences from across Sydney and beyond.

Alongside our creative industries and grassroots arts programs, Liverpool offers a depth of cultural experience unique to Sydney.

Equally, our multicultural festival program – Experience the World – is shaped by more than 150 cultural communities, and remains a cornerstone of Liverpool life. These celebrations bring people together, strengthen identity, and offer visitors authentic experiences grounded in food, music, heritage, and connection. You travel the continents through food and international visitors have the rare delight of finding authentic cuisine from a wide variety of heritages.

Combined with our natural assets, eco-tourism opportunities, and relative affordability, Liverpool has every ingredient to grow a strong, sustainable visitor economy. Council is committed to harnessing these strengths to build a city known for its diversity, creativity, and opportunity: a city that will welcome the world and make them feel at home.



**NED MANNOUN**

Liverpool Mayor

# INTRODUCTION

The **Liverpool Visitor Economy Strategy (VES)** provides the direction and framework for growing Liverpool's visitor economy. Tourism Australia and Destination NSW recognise that tourism is more than just the holiday travel sector; it incorporates a broader visitor economy, including domestic and international travel for business, study, work, and Visiting Friends and Relatives (VFR).

## THIS STRATEGY FOCUSES ON:

- Identifying opportunities to strengthen and grow the City's existing market base and diversify into new markets to increase visitation;
- Identifying opportunities to improve and strengthen the City's product base, harnessing and building on existing assets;
- Identifying the infrastructure, facilities and services needed to support and facilitate the growth of the visitor economy;
- Understanding the future needs of the City, as well as the changing needs and expectations of visitors;
- Identifying priorities to ensure the most effective use of Council resources, including exploring and establishing partnership opportunities; and
- Recognising the significant impact of Western Sydney International Airport (WSIA) on the local economy.



## THE MAIN OUTCOMES OF THE STRATEGY ARE:

- Growing a visitor economy that is economically, socially and environmentally sustainable;
- Increased appeal and competitiveness of Liverpool as a destination and lifestyle choice;
- Increased local knowledge of tourism experiences available in the Liverpool LGA;
- Increased local time and money spent in the area to leverage the VFR market to generate new visitors;
- Increased visitor satisfaction by providing quality experiences that deliver on the City's brand promise and core values, as well as services and facilities that meet visitors' needs and expectations;
- Increased public and private investment in appropriate and sustainable tourism products; and
- Direct and indirect job creation through the growth of the visitor economy.

# INTRODUCTION

## 1.1

### THE VISITOR ECONOMY

Tourism has traditionally focused on leisure travel, but modern approaches have shifted towards the broader concept of the visitor economy. This includes all travel outside a person's usual place of residence for purposes such as holidays, business, education, events, and visiting friends or relatives<sup>1</sup>. Unlike tourism, the visitor economy encompasses all goods and services consumed by visitors and includes both direct and indirect economic contributions.

It spans multiple industries, from hospitality to education and employment. In NSW, tourism is the fifth-largest employer. In the year ending December 2024, NSW recorded its highest-ever visitor expenditure, with domestic and international travellers spending a total of \$53.2 billion<sup>2</sup>. Destination NSW aims to grow visitor spending to \$91 billion by 2035, with Western Sydney playing a key role<sup>3</sup>.



<sup>1</sup> Austrade, THRIVE 2030: The Re-Imagined Visitor Economy. A national strategy for Australia's visitor economy recovery and return to sustainable growth, 2022 to 2030, 2023.

<sup>2</sup> Minister for Jobs and Tourism, Records tumble as NSW visitor economy hits new high, Ministerial Media Release, 26 March 2025, <https://www.nsw.gov.au/departments-and-agencies/dciths/ministerial-media-releases/records-tumble-as-nsw-visitor-economy-hits-new-high>

<sup>3</sup> NSW Government, Visitor Economy Strategy 2030 Review, Report Summary, 2024 <https://www.nsw.gov.au/sites/default/files/noindex/2024-10/visitor-economy-strategy-review-summary.pdf>

## 1.2

### WHY A VISITOR ECONOMY STRATEGY?

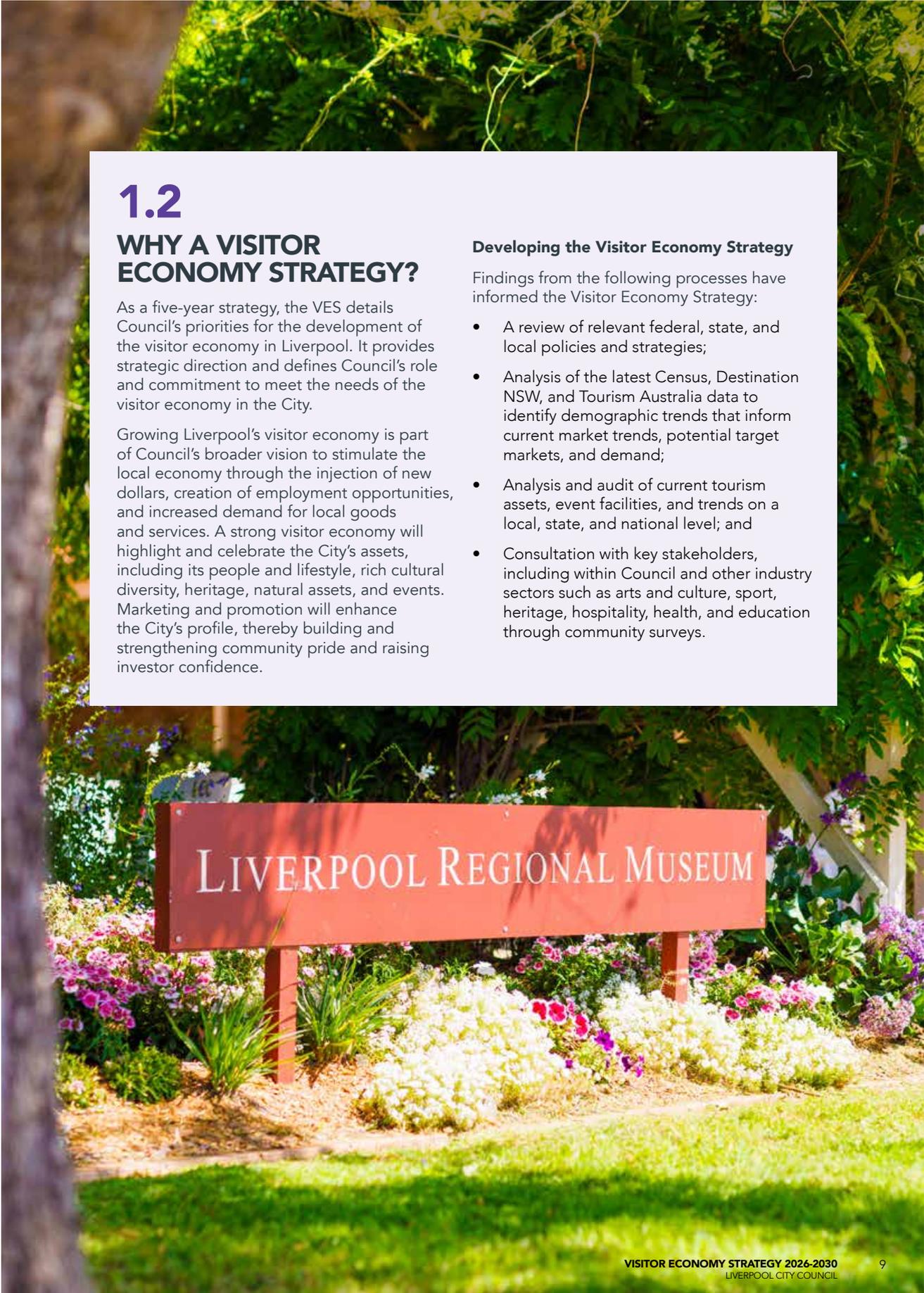
As a five-year strategy, the VES details Council's priorities for the development of the visitor economy in Liverpool. It provides strategic direction and defines Council's role and commitment to meet the needs of the visitor economy in the City.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new dollars, creation of employment opportunities, and increased demand for local goods and services. A strong visitor economy will highlight and celebrate the City's assets, including its people and lifestyle, rich cultural diversity, heritage, natural assets, and events. Marketing and promotion will enhance the City's profile, thereby building and strengthening community pride and raising investor confidence.

#### Developing the Visitor Economy Strategy

Findings from the following processes have informed the Visitor Economy Strategy:

- A review of relevant federal, state, and local policies and strategies;
- Analysis of the latest Census, Destination NSW, and Tourism Australia data to identify demographic trends that inform current market trends, potential target markets, and demand;
- Analysis and audit of current tourism assets, event facilities, and trends on a local, state, and national level; and
- Consultation with key stakeholders, including within Council and other industry sectors such as arts and culture, sport, heritage, hospitality, health, and education through community surveys.



LIVERPOOL REGIONAL MUSEUM



## 1.3 THE ROLE OF COUNCIL

Liverpool City Council plays a pivotal role in shaping and supporting the local visitor economy. As a key enabler, Council provides the foundational infrastructure, planning frameworks, and industry support that underpin a thriving tourism sector. Its core responsibility (to enhance liveability for residents) naturally aligns with creating destinations that are attractive, inclusive, and vibrant for locals and visitors.

Through ongoing investment in place-making and destination development, Council encourages private sector involvement to deliver diverse tourism experiences and products. In doing so, it helps foster a resilient and dynamic visitor economy that contributes to social wellbeing, economic growth, and community pride.

As a central driver of tourism within the local government area, Liverpool City Council will take the lead in setting long-term objectives for the visitor economy. This includes sharing knowledge, collaborating with stakeholders, and cultivating a strong, positive identity for the city.

This VES has been developed as a Council initiative to support a prosperous and inclusive visitor economy. Council's role will focus on ongoing coordination, advocacy, and facilitation, while implementation will be a shared responsibility involving industry partners and the wider community.

# POLICY FRAMEWORK

# 2

The VES is informed by, and aligned with, international, federal, state, and regional policies and Council's Community Strategic Plan (CSP) 2025-2035. The VES is related to the CSP and requires participation from members of the community across all levels. The VES contributes to the community's vision for the future as identified in the CSP. The VES outlines priorities that will contribute to delivering the overall vision for the CSP.

The VES relates to all four objectives of the CSP, which are:



The VES focuses on connecting local people and celebrating the diversity, inclusion and heritage of Liverpool, protecting and enhancing the urban and natural environment, attracting businesses for economic growth and employment opportunities, as well as increasing community engagement through events and participation in promotion.

# 2.1

## LINKS TO OTHER PLANNING INITIATIVES

Liverpool's VES sits alongside other documents and initiatives that relate to broader Australian tourism initiatives and the Liverpool CSP. These documents include:

### Federal

- Tourism Australia, THRIVE 2030: The Re-Imagined Visitor Economy. A national strategy for Australia's visitor economy recovery and return to sustainable growth 2022-2030, Australian Trade and Investment Commission

### State

- Destination NSW, NSW Visitor Economy Strategy 2030: A Roadmap for Growing the NSW Visitor Economy, NSW Government
- Destination NSW, NSW Visitor Economy Strategy 2035, NSW Government
- 24-Hour Economy Commissioner, NSW 24-Hour Economy Strategy, NSW Government
- Creative Communities: Putting culture at the heart of the state, NSW Arts, Culture and Creative Industries Policy 2024-2033, NSW Government
- Western Parkland City, NSW Government

### Local

- Community Strategic Plan 2025-2035
- Liverpool Economic Development Strategy 2024-2034
- Liverpool University City
- Liverpool Small Business Strategy 2022-2027
- Baseline Visitor Figures, Lucid Economics 2025
- Hotel and Short Term Letting, Lucid Economics 2025

## 2.2

### CHALLENGES WITH LINKS TO THE COMMUNITY STRATEGIC PLAN

A rapidly growing population and changing landscape present Liverpool with numerous challenges. This VES, along with other planning documents, identifies opportunities to respond to these challenges.

#### Economic Development

Liverpool continues to experience growth in commercial and industrial development. Its status as a strategic commercial centre of Southwest Sydney, along with its transport links to other areas of Sydney, places Liverpool in a prime position. Council's challenge is to create a city that is attractive, vibrant and engaging to both visitors and locals.



#### Transport Accessibility

Liverpool's growing population places demand on existing infrastructure and creates high traffic volume. Liverpool has good access to Sydney's major motorways but limited public transport options. Significant upgrades are being made to the city's road network.

#### Social Connection

Liverpool is one of the most culturally diverse cities in NSW, with 43% of its residents born overseas. Liverpool also has a significant First Nations community. There is a challenge for Council to ensure services to a broad range of citizens. Forming social connections within the local community has become increasingly complex due to the numerous demands of everyday life.



#### Environmental Sustainability

Liverpool has a wide variety of flora, fauna, and ecosystems; including a considerable number of threatened species. Expanding urban development in Liverpool can place pressure on natural environments.

#### Culture and Heritage

Liverpool has a rich heritage with a major cultural and arts focus. There are several significant heritage buildings and places that are protected at a local and state level, which contribute to Liverpool's identity. Maintenance of historical buildings often involves significant building works, which can come at an excessive cost. A challenge for Council is to balance the need to protect the community's identity and heritage with budgetary pressures.



# LIVERPOOL VISITOR ECONOMY

# 3

As part of the Western Parkland City, the Liverpool Local Government Area (LGA) is in a state of major transformation. Liverpool is home to Sydney's new 24-hour international airport, a range of global companies, four universities, the Liverpool Innovation Precinct, and a vast network of small to medium-sized businesses.

The visitor economy and tourism experiences must be accessible and affordable to families, younger children, and those with lower incomes; whilst providing a social and welcoming environment and a point of difference to other visitor experiences across the region.

Several current factors and future developments will influence the visitor economy:

- A strong VFR market, which is likely to continue to grow due to projected population growth;
- Competitive due to its affordability, which allows it to become an attractive base for tour group travellers and those travelling on the major routes southwest of Sydney;
- Increasing corporate and medical development, and therefore, events;
- Liverpool CBD is currently home to four universities; and
- Strategic location with accessibility to both Sydney's international airports, Parramatta, the Blue Mountains, major motorways, as well as being located on the main Sydney-Canberra-Melbourne route.

In the 2022/23 financial year, Liverpool's tourism sector generated approximately \$1.35 billion in total sales, contributing \$730.9 million in value added to the local economy. This underscores the area's growing appeal to both domestic and international visitors.



# 3.1 DEMOGRAPHICS

## POPULATION

Liverpool is home to one of the fastest-growing populations in Australia.



2025



2046

## DIVERSITY

One of Liverpool's most unique characteristics is the diversity in the community, which must be taken into consideration when developing the visitor economy.



# 150 CULTURAL BACKGROUNDS



MORE THAN  
**43%**  
BORN  
OVERSEAS

**54%**  
PEOPLE SPEAK A  
LANGUAGE OTHER  
THAN ENGLISH AT HOME

**13%**  
OF THE POPULATION  
ARRIVED IN  
AUSTRALIA WITHIN  
5 YEARS BEFORE 2021

## 3.2 VISITOR PROFILE

In 2025, Liverpool City Council commissioned Lucid Economics<sup>1</sup> to determine baseline visitation figures for Liverpool. The data reported is in Appendix 1, and the data for 2024 is summarised below:



## TARGET MARKET

### Current Markets

- Day trip visitors
- Visiting Friends and Relatives
- FIFO workers

### Future Markets

- Business (domestic and international)
- Education
- Health and Wellbeing
- International visitors

Liverpool has the potential to grow and diversify its market base. Harnessing and celebrating Liverpool's cultural diversity and providing opportunities to bring locals and visitors together will be central to building the City's visitor economy. Expenditure by visitors creates significant economic growth across a range of industry sectors such as retail, accommodation, and food services.

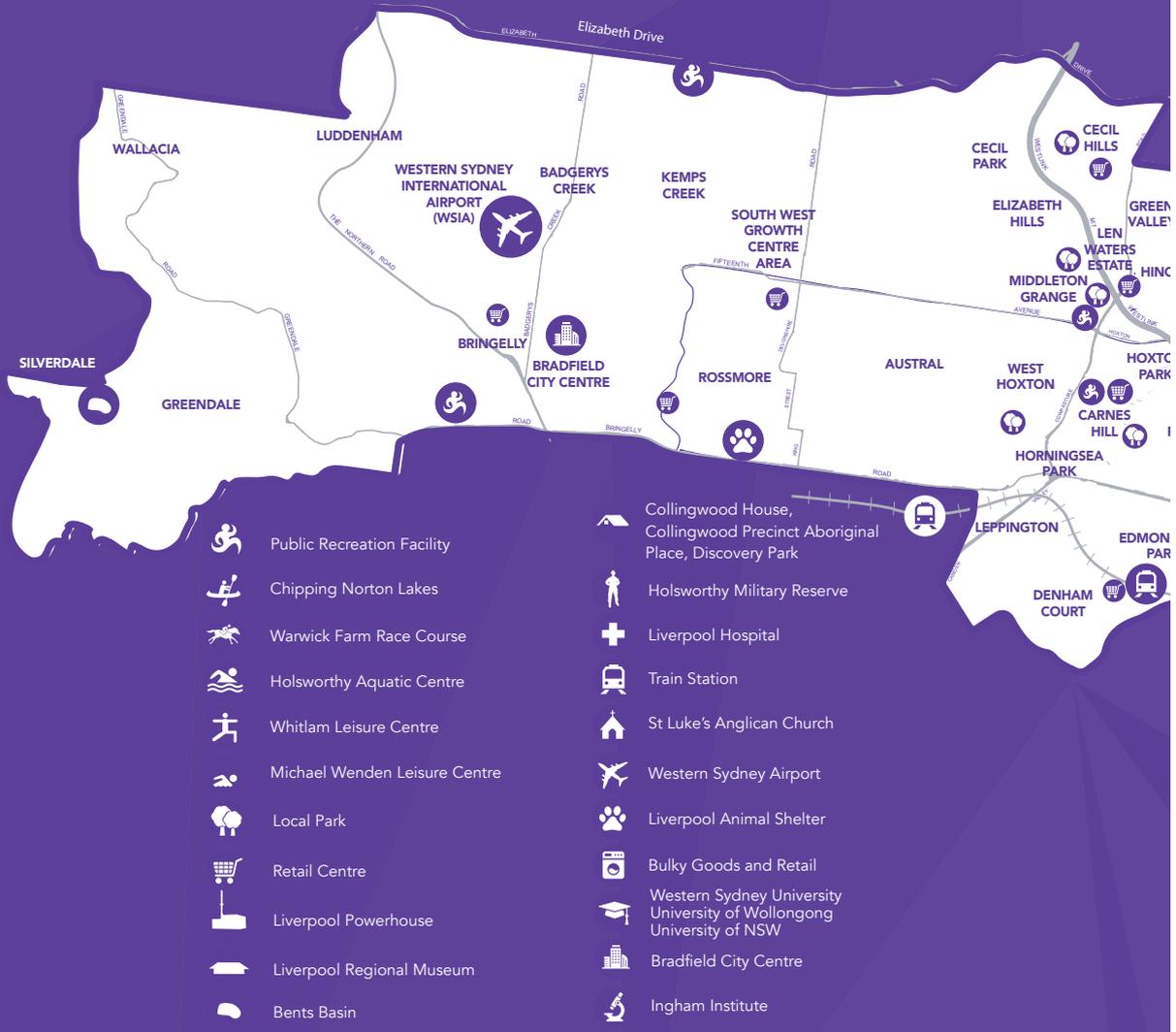
By 2035, Liverpool is projected to host 1.46 million visitors and 4.77 million visitor nights. Total visitations are expected to increase by almost 600,000, and visitor nights are expected to grow by almost 2 million.

<sup>1</sup> Lucid Economics - Lucid Economics is an Australian consulting firm that provides applied economic, tourism and development advice to governments and the private sector.



# 3.3 LIVERPOOL'S PRODUCT OFFERING

Liverpool boasts a variety of attractions, including cultural festivals, diverse culinary experiences and significant infrastructure developments. The Experience the World program has been instrumental in highlighting the region's multicultural heritage, generating over \$30 million for the local economy and creating jobs.

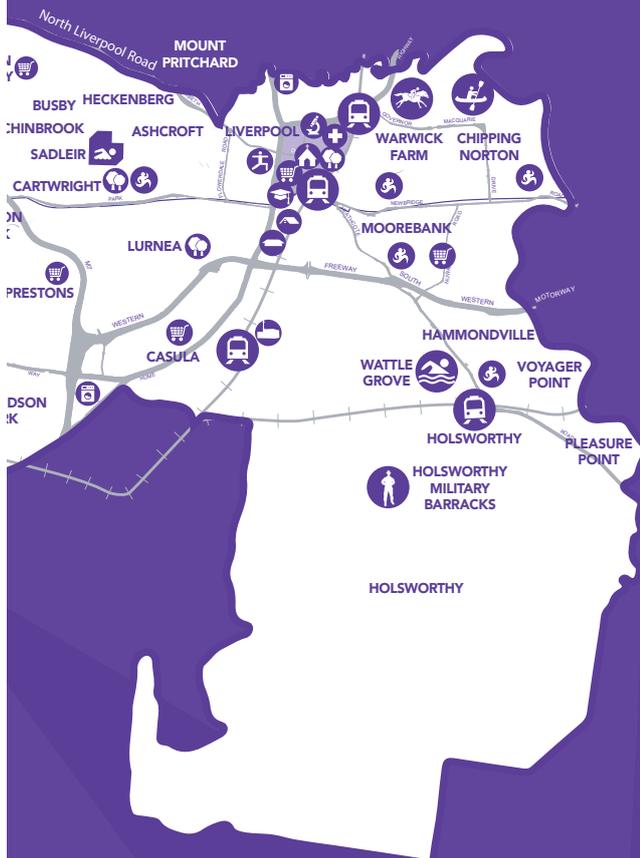


Liverpool has existing tourism products and assets, as well as several proposed assets which will assist in building the visitor economy. The rapid growth Liverpool is experiencing will lead to a new wave of assets and products that will directly and indirectly contribute to Liverpool's visitor economy.

Based on Liverpool's core tourism assets, the LGA's current products and experiences are:

- Eco-tourism – the Georges River and Parklands
- First Nations history and culture
- Health and Innovation precinct – medical-related visitation

- History and Heritage – e.g. Collingwood House, Heritage Buildings, Liverpool Regional Museum
- International and national tourist destination
- Multicultural culinary tourism
- Specialty shopping
- Sport – e.g. Sydney International Shooting Centre, Barefoot Skiing, Netball and Karate at the Whitlam Centre
- Universities – growing domestic and international student population
- Vibrant arts scene, festivals and events – e.g. Liverpool Powerhouse, Experience the World
- Western Sydney International Airport.



## HOTELS WITH THE LIVERPOOL LGA

Hotels	Location
Quest Liverpool	Liverpool CBD
Ibis Budget Casula Liverpool	Casula
Mercure Sydney Liverpool	Prestons
Meriton Suites Liverpool	Liverpool CBD
The William Inglis Hotel	Warwick Farm
Hunts Hotel Liverpool	Casula
Holiday Inn Warwick Farm By IHG	Warwick Farm
Best Western Casula Motor Inn	Casula
Crossroads Hotel	Casula
Jolly Knight Motel	Casula
El Toro Motor Inn	Warwick Farm
Wallacia Hotel	Wallacia
Astra Apartments	CBD
Fontainebleau Motor Inn	Casula

## 3.3 ACCOMMODATION

In 2025, Liverpool City Council commissioned Lucid Economics to conduct a study of current and future demand for hotel and short-term letting accommodation. The data reported is in Appendix 2, and the data is summarised below.

The accommodation market primarily caters to the business segment, driven by the robust industrial sector in Liverpool and the construction of WSI Airport. Furthermore, the VFR, education-related and health-related markets play a crucial role in Liverpool's accommodation landscape.

### Accommodation Offerings

Liverpool's market is made up of 1,083 short-term accommodation rooms (i.e. traditional hotel and motel style). Short-Term Rental Accommodation (STRA) also forms part of Liverpool's accommodation offerings. There are 275 STRA properties across the LGA, with the majority located in and around the Liverpool City Centre, particularly near the Hospital and Central Business District (CBD).

### Market Indicators

The hotel market sector has been performing strongly, with an annual occupancy rate of 78.4% and an Average Daily Rate (ADR) of \$194 in 2024.

The STRA market serves a different market segment compared to traditional hotels and has experienced a decline in trading levels over the past two years. By the end of March 2025, the STRA market had an annual occupancy rate of 56% and an ADR of \$200.



### Future Demand

It is expected that the accommodation sector will continue to grow with key drivers such as population growth, industrial expansion and the opening of WSI Airport. These factors are anticipated to sustain and enhance the demand for short-term accommodation in Liverpool. The development of new infrastructure will likely attract more visitors and investors to the area. Furthermore, the City's strategic location and economic activities are set to increase its appeal as a destination for travellers.

Based on the research and analysis conducted by Lucid Economics, there will likely be potential for a range of future short-term accommodation developments in Liverpool, including:

- Additional serviced apartment offerings, located in the CBD, to cater for the VFR market;
- Airport hotels, located at WSI Airport;
- High standard, business focused (likely branded) hotel located in the CBD;
- Resort style, holiday park (e.g. BIG4 style caravan park) located outside of the City Centre, potentially in one of the Airport business precincts;
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States which features an indoor water park at each resort, potentially located in one of the Airport business precincts; and
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets.

# STRATEGIC CONSIDERATIONS

# 4

## 4.4 STRENGTHS

Liverpool has several strengths that will help facilitate growth in the visitor economy.

### Strategic Location and Accessibility

Located in the heart of Greater Sydney, Liverpool benefits from excellent connectivity to Sydney and Parramatta CBDs. As the home to WSIA this strengthens its role as a central hub for tourism, investment, and employment. Well-served by major motorways, including the Hume Highway, M5, M7, and Cumberland Highway, alongside three rail lines and the T-Way bus, Liverpool offers direct links to key destinations. The flat terrain and grid layout make the city centre easy to navigate on foot, enhancing the visitor experience.

### Affordability and Venue Availability

Liverpool's comparatively lower accommodation, venue hire, and parking costs make it an attractive choice for value-conscious business and leisure travellers.

The city offers a wide range of venues, from large-capacity facilities like the Whitlam Leisure Centre and Liverpool Catholic Club to premium spaces such as the William Inglis Hotel and Meriton Services Apartments, positioning it as a strong contender for conferences, expos, and major events.

### Natural Assets and Outdoor Experiences

Situated along the Georges and Nepean Rivers, Western Sydney Parklands and Chipping Norton Lakes, Liverpool provides excellent eco-tourism and outdoor recreation opportunities. Visitors can enjoy walking, cycling, birdwatching, and water activities, making the area ideal for nature-based tourism.

### Growing Accommodation Supply

Supporting over 90,000 annual visitors, Liverpool offers a solid range of short-term accommodation options. New developments tied to the opening of WSI Airport will expand capacity, ensuring the city is ready to meet increasing demand.

### Innovation and Economic Vitality

Liverpool's economy is driven by the health, education, construction, retail, and manufacturing sectors. The expansion of the Liverpool Hospital and Innovation Precinct is attracting professionals and business travellers, reinforcing its emergence as a hub for medical and business tourism.

### Cultural and Heritage Appeal

As one of Australia's oldest cities, Liverpool offers a rich heritage and strong cultural attractions. Sites like the Liverpool Powerhouse, which draws over 50,000 visitors annually, add depth to the city's tourism appeal while promoting local identity and pride.

### Multiculturalism and Community Vibrancy

Home to residents from over 150 countries, Liverpool's cultural diversity is reflected in its cuisine, festivals, shops, and places of worship. Precincts like Little India Liverpool provide distinctive experiences, enriching the city's tourism offering and appealing to visitors, especially those travelling to see family and friends.

### Economic Growth and Urban Expansion

Liverpool is Sydney's third-largest city and is growing rapidly, with ample space for development. Its rising population and expanding infrastructure support long-term tourism growth and economic transformation, making it a key centre in Western Sydney's future.

### Education and Student Tourism Potential

With campuses and study hubs of Western Sydney University, University of Wollongong, UNSW, University of Notre Dame and TAFE NSW, Liverpool has a strong and growing student population. This presents opportunities to develop student-focused tourism, cultural exchanges, and educational events that align with the city's tourism strategy.

## 4.2 CHALLENGES

Liverpool has a series of challenges that must be acknowledged and addressed to grow the visitor economy.

### Poor Brand Perception and Limited Recognition

Liverpool continues to face outdated and negative perceptions linked to crime, social issues, and a lack of attractions. Despite branding efforts beginning in 2017, awareness remains low among locals and broader audiences. Repositioning the City as a vibrant and diverse destination will require sustained marketing, storytelling, and community involvement.

### Underdeveloped Night-Time Economy and High-End Offerings

A lack of evening activities, nightlife, and premium offerings limits Liverpool's ability to attract both families and higher-spending visitors. Safety concerns and poor lighting further discourage night-time visitation, reducing overall visitor spend and length of stay.

### Digital and Online Visibility Gaps

Liverpool has minimal presence in the digital tourism landscape. Many operators are not listed on the Australian Tourism Data Warehouse (ATDW), which Destination NSW and Tourism Australia use to create content on their websites and throughout their campaigns. There is also no dedicated destination website for Liverpool. The absence of a tourism-focused digital presence weakens its ability to reach and engage tech-savvy and modern-day travellers.

### Transport and Accessibility Limitations

While strategically located, Liverpool lacks direct public transport to the new WSI Airport, and local road congestion and limited parking reduce ease of access. These issues impact its appeal as a visitor base and tourism gateway for Greater Sydney.

### Ageing Infrastructure and Poor Public Space Maintenance

Neglected public areas, ageing infrastructure, and visible litter in parts of the city contribute to a perception of decline. These conditions diminish Liverpool's appeal and deter both new and repeat visitors.

### Negative Perceptions of Safety

Despite improvement efforts, concerns about crime, homelessness, and poor lighting persist; particularly affecting the night-time economy and deterring families and older visitors.

### Limited Tourism Product and Business Engagement

Many local businesses do not see themselves as part of the tourism sector, operating in silos with limited collaboration. Stronger partnerships, council leadership, and regional cooperation are needed to deliver cohesive visitor experiences and compete with more established destinations.

### Workforce and Service Capability Gaps

The casual nature of tourism employment increases vulnerability to economic shifts. Investment in training, skills development, and career pathways is crucial to improving service standards and building industry resilience.

### Social and Economic Vulnerability

High levels of social disadvantage, housing stress, and workforce precarity challenge the sustainability of the local tourism sector. These factors can affect perceptions of the area and place additional strain on tourism businesses, especially during economic downturns.



## 4.3

### OPPORTUNITIES AND INDUSTRY TRENDS

The tourism landscape is constantly evolving in response to changing consumer behaviours, technological innovation, and global economic and environmental influences. As traveller expectations shift, destinations must adapt accordingly. Emerging trends highlight increased interest in wellness-focused experiences, slow travel, and active tourism, alongside a stronger demand for sustainability and wellbeing in travel choices.

#### OPPORTUNITIES

##### Leveraging Western Sydney International Airport

The opening of WSIA in 2026 presents a major opportunity for Liverpool to position itself as a gateway for both international and domestic visitors. As the Liverpool LGA is home to the airport, Liverpool serves as a convenient base for stopovers, business travel, and as a launch point for wider exploration of Greater Sydney and the Blue Mountains.

##### Expanding Cultural and Local Tourism

There is strong potential to grow cultural tourism through food trails, multicultural festivals, heritage walks, and First Nations storytelling. By curating authentic local experiences, Liverpool can appeal to both domestic and international travellers seeking genuine connections with the places they visit.

##### Tapping into the International Student Market

With its existing education institutions and growing population of international students, Liverpool can strategically develop offerings around student integration, affordable accommodation, and cultural engagement. This also connects with workforce development and tourism industry support through student employment pathways.

##### Developing Health and Wellness Tourism

Liverpool's growing health and medical precincts, including the Liverpool Innovation Precinct, Liverpool Hospital, and allied health services, provide a strong foundation for expanding medical and wellness tourism. Complemented by the City's green spaces and river trails, Liverpool also offers opportunities for nature-based wellness experiences.

##### Activating Public Spaces and Natural Assets

Revitalising open spaces like the Georges River corridor and Chipping Norton Lakes for active recreation and community events creates opportunities to attract visitors while enhancing the quality of life for locals.



##### Destination Rebranding and Marketing

There is an opportunity to reshape Liverpool's image through bold destination marketing that highlights its vibrancy, multiculturalism, affordability, and modern urban character. This includes digital campaigns, refreshed branding, and showcasing Liverpool as Sydney's new cultural capital.

##### Supporting Industry Collaboration and Growth

Encouraging collaboration among tourism operators and local businesses can foster new events, products, and experiences. Council-led initiatives that introduce businesses to tourism concepts and create joint marketing efforts can strengthen Liverpool's tourism ecosystem.

## 4.3

### OPPORTUNITIES AND INDUSTRY TRENDS CONTINUED



#### INDUSTRY TRENDS

##### Rise of Authentic and Cultural Travel

Travellers are increasingly seeking unique, immersive experiences that connect them with local stories, food, culture, and history. Destinations that offer community-led, meaningful encounters are growing in popularity.

##### Growth of Health and Wellness Tourism

Wellness is a key priority for modern travellers, with many seeking destinations that offer rest, rejuvenation, and holistic well-being. Liverpool's medical infrastructure and natural environment align well with this trend.

##### Digital Transformation and Expectations

Today's travellers expect streamlined digital experiences, including mobile-friendly websites, real-time information, and seamless bookings. Destinations that fail to meet these digital expectations risk being overlooked.

##### Sustainability and Community-Backed Tourism

With the impacts of climate change and over-tourism more visible than ever, travellers are becoming increasingly selective about sustainable practices. Destinations that involve their communities, preserve local culture, and minimise environmental impact are seeing stronger support.

##### Slow Travel and Active Tourism

Visitors are placing greater value on quality over quantity, favouring "slow travel" where they can explore destinations in depth. There is also growing interest in active tourism, such as cycling, hiking, and nature exploration, all of which align well with Liverpool's natural assets.

##### Increased Inclusivity and Accessibility

Multi-generational travel and increased awareness around accessibility are prompting destinations to improve inclusive infrastructure and services. Liverpool has the opportunity to lead in this space, creating experiences that are accessible to people of all ages and abilities.

# VISITOR ECONOMY STRATEGY FRAMEWORK

# 5

The Liverpool VES is set out to provide the strategic direction and framework required to grow Liverpool's visitor economy over the next five years. This VES is written as a guide to focus all stakeholders on the opportunities in Liverpool and as a framework to deliver on this plan.

## VISION

**Experience Liverpool: A vibrant, inclusive, and innovative global city – where culture, business, and community come together to inspire belonging, opportunity, and discovery.**

# VISITOR ECONOMY STRATEGY FRAMEWORK

CONTINUED

## OBJECTIVES

The purpose of the VES is to establish Liverpool as a globally recognised, sustainable, and inclusive destination that celebrates its rich cultural heritage, diverse communities, and vibrant future, providing exceptional experiences for residents, visitors and businesses.

The strategic objectives of this VES are:

### Increase visitation, overnight stays and visitor spends

Attract more visitors to Liverpool, encourage longer stays and boost visitor expenditure through enhanced accommodation, events and tourism offerings.

### Strengthen Liverpool's unique identity as a destination

Promote Liverpool's rich multicultural heritage, First Nations history, and diverse attractions to differentiate it from neighbouring regions.

### Enhance visitor experiences and destination infrastructure

Invest in tourism infrastructure, public spaces, and amenities to improve accessibility, liveability, and overall visitor satisfaction.

### Grow the visitor economy and local employment

Increase tourism's contribution to Liverpool's economy by fostering business development, job creation, and skills growth in the visitor sector.

### Foster industry collaboration and cohesion

Strengthen partnerships between government, businesses, and the local community to drive a unified and strategic approach to destination management.

### Leverage opportunities from major infrastructure projects

Capitalise on the WSI Airport to position Liverpool as a key gateway to the region.

# VISITOR ECONOMY STRATEGY FRAMEWORK

CONTINUED

## STRATEGIC PILLARS

The following six strategic pillars serve to align the efforts of Council and all stakeholders in the visitor economy to foster a resilient, sustainable, and prosperous visitor economy:



### DESTINATION MARKETING

Define and promote what makes Liverpool unique



### VIBRANT AND ACTIVATED PLACES

Create engaging spaces that invite connection, culture and community



### EVENING ECONOMY

Bring Liverpool to life from day to night



### HERITAGE, CULTURE AND COMMUNITY

Celebrate Liverpool's rich history and diverse identity



### ENABLING THE VISITOR ECONOMY

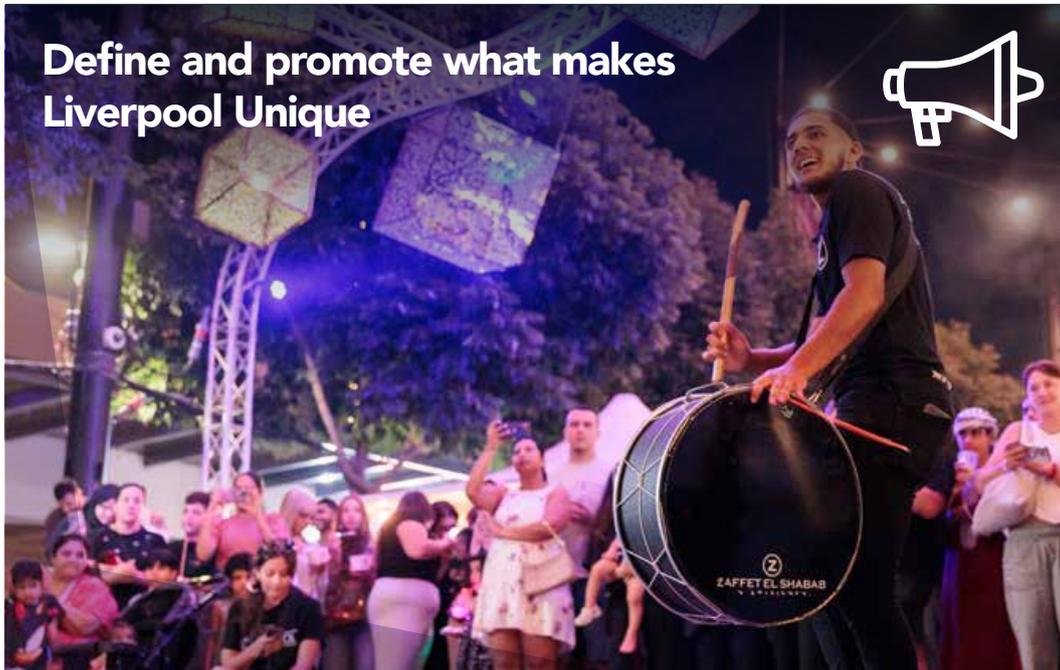
Unlock Liverpool's visitor potential through strategic investment and development



### INDUSTRY COLLABORATION

Grow the visitor economy together with local stakeholders

## PILLAR 1 DESTINATION MARKETING



Grow *Love Liverpool* to highlight Liverpool's multicultural heart, creative energy, and strategic location. Showcase lifestyle, culture, business, and innovation through targeted campaigns to attract both locals and visitors.

A strong identity, branding, and marketing strategy is crucial for Liverpool as it helps shape the city's reputation, attract visitors, and drive economic growth. As the international gateway to Western Sydney, Liverpool has the potential to become a premier destination for tourism, business, and cultural experiences.

Identity, branding and marketing includes:

- Creating a unified visitor experience
- Enhancing destination awareness
- Inspiring visitation and economic growth
- Positioning Liverpool competitively
- Strengthening local pride and community engagement



## IMPLEMENTATION PLAN

1. Destination Marketing			
Priority	Responsibility	Timeframe	Measures
1.1	<b>Refine the <i>Love Liverpool</i> brand to promote the city's growth, diversity, culture, and opportunity</b>	Communications City Economy	Short – Medium (2026–2028) <ul style="list-style-type: none"> <li>Marketing plan developed</li> <li>Campaign delivered</li> <li>Post-campaign report</li> </ul>
1.2	<b>Design and launch a dedicated <i>Love Liverpool</i> destination website featuring local attractions, events, itineraries, and planning tools</b>	City Economy Communications	Short – Medium (2026–2028) <ul style="list-style-type: none"> <li>Website launched with ATDW integration</li> <li>Number of site visits per month</li> <li>Increased dwell time and itinerary downloads</li> <li>Monthly content refresh completed</li> </ul>
1.3	<b>Showcase Liverpool's multicultural identity through the promotion of international cuisine, cultural events, and community-led stories</b>	City Economy Communications Events Liverpool Powerhouse	Ongoing <ul style="list-style-type: none"> <li>Number of multicultural events supported/promoted</li> <li>Social media reach of cultural campaigns</li> <li>Community engagement and satisfaction</li> </ul>
1.4	<b>Produce updated printed and digital visitor guides annually, including a city wide visitor map</b>	City Economy Communications	Annual <ul style="list-style-type: none"> <li>Development of Visitor Guide in consultation with local attractions and accommodation providers</li> <li>Total businesses participating in Visitor Guide</li> <li>Distribution of guides (number and locations)</li> <li>Online guide downloads</li> <li>Stakeholder and visitor feedback</li> </ul>
1.5	<b>Promote Liverpool's strategic location and connectivity</b>	City Economy Communications	Medium (2027-2028) <ul style="list-style-type: none"> <li>Messaging integrated into campaigns</li> <li>Positive media coverage</li> </ul>
1.6	<b>Develop marketing campaigns that celebrate Liverpool's attractions, culture and heritage, including historical walking tours, Indigenous cultural experiences, food trails, and street art</b>	City Economy Communications Library and Museum Services Liverpool Powerhouse Heritage Community Development (First Nations Officer)	Ongoing <ul style="list-style-type: none"> <li>Number of campaigns delivered annually</li> <li>Trails developed, e.g. food trails, cultural and heritage walks</li> <li>Campaign reach and ROI (visitation, spend)</li> <li>Participation in guided walks and trails</li> </ul>
1.7	<b>Leverage the market influence of government and industry to deliver destination and cooperative marketing campaigns that increase visitation to Liverpool</b>	City Economy Communications	Medium – Long (2028–2030) <ul style="list-style-type: none"> <li>Number of cooperative campaigns launched</li> <li>Visitation growth during campaign periods</li> </ul>

## PILLAR 2 VIBRANT AND ACTIVATED PLACES



Transform Liverpool’s streets, public spaces, and precincts into lively destinations. Support placemaking, art and urban design that encourage exploration and business growth.

Developing diverse and vibrant precincts that reflect the community is an economic, social and cultural imperative. Vibrant and activated places are essential for Liverpool’s VES as they foster economic growth, social cohesion, and cultural enrichment.

By creating dynamic, engaging, and inclusive spaces, Liverpool can position itself as a thriving hub for both residents and visitors, enhancing its appeal as a destination while supporting long-term sustainability.



## IMPLEMENTATION PLAN

2. Vibrant and Activated Places				
Priority	Responsibility	Timeframe	Measures	
2.1	<b>Identify and prioritise key precincts for activation, and develop integrated plans that incorporate multicultural food, live music, street art, markets, and community events</b>	City Economy City Planning Events City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>Precincts, such as Woodward Park, identified and developed</li> <li>Precinct activation plans completed</li> <li>Activation programs delivered</li> </ul>
2.2	<b>Create a precinct identity and placemaking toolkit to support consistent branding and design across activated areas</b>	City Economy City Design and Public Domain City Planning Communications	Medium (2027–2028)	<ul style="list-style-type: none"> <li>Toolkit completed and distributed</li> <li>Toolkit use across at least 3 precincts</li> <li>Positive stakeholder feedback on branding consistency</li> <li>Increase in precinct visitation</li> </ul>
2.3	<b>Commission public art and murals by local diverse artists to enhance public infrastructure and increase cultural vibrancy in underused or high-traffic areas</b>	City Economy City Design and Public Domain Events	Ongoing	<ul style="list-style-type: none"> <li>Number of public artworks installed per year</li> <li>Engagement of local artists (target 80% local)</li> <li>Community satisfaction and visitor interest</li> </ul>
2.4	<b>Improve wayfinding and visitor information city-wide, including signage, maps, and connectivity between attractions, precincts, and transport hubs</b>	City Economy City Design and Public Domain City Planning Communications	Medium (2027–2028)	<ul style="list-style-type: none"> <li>New signage and maps installed</li> <li>Increased movement between attractions and precincts</li> </ul>
2.5	<b>Develop cultural trails and themed itineraries that highlight Indigenous heritage, local history, and multicultural experiences</b>	City Economy Communications Library and Museum Services Liverpool Powerhouse Heritage Community Development (First Nations Officer)	Short – Medium (2026–2028)	<ul style="list-style-type: none"> <li>Minimum of three trails launched (e.g., Indigenous, street art, food)</li> <li>Website views/downloads of itineraries</li> <li>Visitor trail participation metrics</li> </ul>
2.6	<b>Enhance public safety and family-friendliness through improved lighting, CCTV, smoke-free zones, and investment in child-friendly infrastructure like shaded playgrounds and stroller-accessible paths</b>	City Economy City Design and Public Domain Parks Sports and Open Spaces Recreation and Community Outcomes City Works - Civil Operations	Medium – Long (2025–2028)	<ul style="list-style-type: none"> <li>Increased lighting and CCTV coverage</li> <li>Upgrades to three or more family-friendly spaces</li> <li>Reduced safety complaints and increased usage of public spaces</li> <li>Smoke-free zones identified and delivered</li> </ul>

## IMPLEMENTATION PLAN

### CONTINUED

2. Vibrant and Activated Places (continued)				
Priority		Responsibility	Timeframe	Measures
2.7	<b>Audit and upgrade existing cultural, natural, and recreational assets, including heritage sites, parks, and waterfronts, with improved amenities, interpretation, and accessibility</b>	City Planning/ Heritage  Parks Sports and Open Spaces  City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>Asset audit completed</li> <li>Upgrade projects initiated for key sites</li> <li>Improved accessibility and signage at target locations</li> </ul>
2.8	<b>Improve walkability and connectivity between key visitor attractions, precincts and transport hubs through better footpaths, lighting, shade and safety</b>	City Economy  City Design and Public Domain  City Works - Civil Operations	Ongoing	<ul style="list-style-type: none"> <li>Improved walkways and footpaths, including lighting and shade</li> <li>Increased transport options both in the CBD and across the LGA</li> </ul>
2.9	<b>Develop and Implement an Active Transport Strategy to enhance visitor mobility, improve connections between key attractions, and support sustainable transport options within the Liverpool LGA</b>	City Economy  Transport & Access  City Design and Public Domain	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>Strategy developed and adopted by Council</li> <li>Kilometres of new or improved cycle paths and shared pathways</li> <li>Increased percentage of visitors using active transport modes</li> <li>Positive visitor and community feedback on accessibility</li> </ul>
2.10	<b>Develop and deliver an activation program for Georges River and Chipping Norton Lakes, including seasonal events, recreation activities, cultural experiences, and improved wayfinding to position the area as a signature waterfront destination</b>	City Economy  Events and Activation  City Design and Public Domain	Medium (2027-2028)	<ul style="list-style-type: none"> <li>Activation program delivered annually</li> <li>Increased visitation and dwell time at the waterfront</li> <li>Number of events held and participant numbers</li> <li>Positive visitor satisfaction feedback</li> </ul>

## PILLAR 3 EVENING ECONOMY



Activate Liverpool's nightlife, dining, retail, and entertainment to ensure the city thrives beyond standard business hours. Support local businesses and cultural initiatives that encourage after-hours activity, enhance safety, and foster social vibrancy. The goal is to transform Liverpool into a dynamic 24-hour city where residents and visitors can access diverse cultural, recreational, and business experiences after dark, driving economic growth and enriching community life.

The night-time economy includes all activity that takes place after sunset, such as hospitality, entertainment, transport, and cultural events. With WSIA set to operate 24/7, Liverpool must develop a strong night-time economy to meet the evolving needs of both residents and visitors. The VES seeks to deliver a safe, inclusive, and vibrant after-dark environment that spans multiple industries, stimulates job creation, enhances safety, strengthens cultural connections, and improves quality of life.



## COUNCIL AND GOVERNMENT COLLABORATION

### Council's Role

Council's role is to shape and nurture the night-time economy, including:

- **Approvals:** regulatory approvals to facilitate the establishment and operation of events within the night-time economy.
- **Events:** organising and supporting a range of cultural, entertainment, and community events to enhance the vibrancy of the City.
- **Planning:** developing land use master plans and urban design guides to lead the sustainable development and growth of the City.
- **Policy Work:** Formulate and implement policies and initiatives that support the growth, diversity and sustainability of the night-time economy.

### NSW Government

The NSW Government's role is in shaping the regulatory framework of the night-time economy, as well as supporting it through grant programs. Current State Government initiatives include:

- **NSW 24-Hour Economy Strategy:** a state-wide strategy that is aimed at revitalising and diversifying the State's night-time economy. It has a focus on enhancing vibrancy and cultural offerings.
- **NSW Vibrancy Reforms:** legislative and regulatory reforms that support measures to streamline approvals and reduce red tape for businesses and events.
- **Purple Flag:** an internationally recognised accreditation program which celebrates precincts that achieve high standards of excellence in managing their night-time economy.
- **Special Entertainment Precincts:** a state-wide initiative where local councils can designate an area to manage sound and trading hours at local venues.
- **Uptown:** a government-led initiative to promote the development of innovative and creative precincts built around cultural expressions.



## IMPLEMENTATION PLAN

3. Evening Economy				
Priority		Responsibility	Timeframe	Measures
3.1	<b>Develop a Night-Time Economy Strategy informed by an assessment of Liverpool's current maturity level and aligned with local and state priorities</b>	City Economy City Planning	Short (2026)	<ul style="list-style-type: none"> <li>Strategy developed and endorsed by Council</li> <li>NTE maturity level assessed using the NSW Local Government Night-Time Economy Toolkit</li> <li>Alignment with NSW NTE Strategy and local planning objectives</li> </ul>
3.2	<b>Establish Special Entertainment Precincts with a tailored management plan to support live music, extended trading hours, and cultural programming</b>	City Economy Infrastructure Planning City Planning Development Assessment Compliance (Environmental Health) City Design and Public Domain	Medium (2027-2028)	<ul style="list-style-type: none"> <li>At least one SEP established and operational</li> <li>Management plans implemented (e.g. sound, hours, safety)</li> <li>Uptake of extended trading and cultural programming</li> </ul>
3.3	<b>Enhance night-time infrastructure by investing in improved lighting, public safety, and late-night transport options</b>	City Planning Infrastructure Planning City Works - Civil Operations Development Engineering	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>Key areas upgraded with better lighting, CCTV</li> <li>Improved late-night transport options piloted</li> <li>Increased community perception of night-time safety</li> </ul>
3.4	<b>Install consistent and visible wayfinding signage in key precincts to support evening activity and ease of navigation</b>	City Planning City Economy City Design and Public Domain	Short – Medium (2026–2028)	<ul style="list-style-type: none"> <li>Signage installed in night-time hubs</li> <li>Positive feedback from businesses and users</li> <li>Increased evening movement between precincts</li> </ul>
3.5	<b>Work towards achieving Purple Flag accreditation to showcase Liverpool as a safe and vibrant night-time destination</b>	City Economy City Planning City Design and Public Domain	Long (2029-2030)	<ul style="list-style-type: none"> <li>Purple Flag application submitted</li> <li>Benchmarking completed and gaps addressed</li> <li>Accreditation received and promoted</li> </ul>
3.6	<b>Curate a year-round program of night-time events and cultural activations to drive visitation and local engagement</b>	Events City Economy Communications	Ongoing	<ul style="list-style-type: none"> <li>Delivery of night-time events</li> <li>Increased after-dark visitation and economic impact</li> <li>Engagement metrics (attendance, media coverage, surveys)</li> </ul>
3.7	<b>Assist local businesses to extend operating hours across hospitality, retail, and cultural sectors to support a dynamic after-dark economy</b>	City Economy City Planning	Ongoing	<ul style="list-style-type: none"> <li>Number of businesses supported to extend hours</li> <li>New late-night offerings in hospitality and retail</li> <li>Positive business feedback and growth in NTE trade</li> </ul>

# PILLAR 4 HERITAGE, CULTURE AND COMMUNITY



Protect heritage assets and bring stories to life through trails, public art, sports and experiences. Engage communities to shape Liverpool's cultural narrative, fostering local pride and inclusion.

A well-rounded Visitor Economy Strategy must recognise the integral role of events, sports, food, arts, and culture in shaping Liverpool's identity, appeal, and visitor economy. These elements not only attract tourists but also enrich the lives of residents, support local businesses, and contribute to the city's long-term sustainability and vibrancy.



## IMPLEMENTATION PLAN

4. Heritage, Culture and Community				
Priority	Responsibility	Timeframe	Measures	
4.1	<b>Create engaging visitor experiences and spaces that celebrate Liverpool's rich and diverse heritage, while sharing inclusive indigenous and historical narratives that reflect the city's cultural identity</b>	Heritage Community Development (First Nations Officer) Liverpool Powerhouse Events City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> <li>New heritage installations or interpretive spaces</li> <li>Visitor engagement metrics</li> <li>Community satisfaction with narrative representation</li> </ul>
4.2	<b>Enhance and promote Liverpool's natural assets through targeted investment in infrastructure, trails, and interpretive experiences</b>	Parks Sports and Open Spaces Environment City Economy Communications City Design and Public Domain	Medium – Long (2028-2030)	<ul style="list-style-type: none"> <li>Investment in three or more priority trail or park upgrades</li> <li>Launch of new nature-based visitor experiences</li> <li>Increase in trail usage and visitor satisfaction</li> </ul>
4.3	<b>Protect, preserve, and enhance Liverpool's key heritage and cultural assets.</b>	Heritage City Design and Public Domain City Economy	Ongoing	<ul style="list-style-type: none"> <li>Heritage register updated annually</li> <li>Conservation plans implemented</li> <li>Restored or activated heritage sites</li> </ul>
4.4	<b>Create a multicultural food trail that showcases the diverse culinary offerings of Liverpool's CBD</b>	City Economy Communications Liverpool Powerhouse	Short – Medium (2026-2028)	<ul style="list-style-type: none"> <li>Trail designed, launched and promoted</li> <li>Participation of at least 15 local food businesses</li> <li>Website traffic and visitation to trail locations</li> </ul>
4.5	<b>Leverage events to raise awareness of Liverpool as a visitor destination</b>	Events City Economy Communications	Ongoing	<ul style="list-style-type: none"> <li>Increase in regional media coverage and digital reach</li> <li>Visitor growth during event periods</li> <li>Stakeholder satisfaction and ROI from supported events</li> <li>Number of repeat visitors</li> </ul>
4.6	<b>Encourage the growth of Liverpool's arts, music, and entertainment sectors to enhance cultural vibrancy</b>	City Economy Events Liverpool Powerhouse City Planning	Medium – Long (2028-2030)	<ul style="list-style-type: none"> <li>Number of new arts/music activations supported</li> <li>Increase in cultural venue use and creative jobs</li> <li>Growth in after-dark cultural programming</li> </ul>

## IMPLEMENTATION PLAN CONTINUED

4. Heritage, Culture and Community (continued)				
Priority		Responsibility	Timeframe	Measures
4.7	<b>Collaborate with local cultural, Indigenous, and community organisations to deliver regular events and festivals that reflect Liverpool's diversity</b>	Events First Nations Liverpool Powerhouse City Economy	Ongoing	<ul style="list-style-type: none"> <li>• Collaborative events held annually</li> <li>• Attendance and diversity of participants</li> <li>• Strength of ongoing partnerships and funding leverage</li> </ul>
4.8	<b>Explore opportunities to attract major sporting events and drive infrastructure investment in Liverpool</b>	City Economy Sports Parks and Open Spaces Infrastructure Planning	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>• Sporting event bids submitted</li> <li>• Partnerships secured with peak sporting bodies</li> <li>• Visitor and economic impact from hosted events</li> </ul>



## PILLAR 5 ENABLING THE VISITOR ECONOMY



**Unlock Liverpool's visitor potential through strategic investment and development**



Deliver high-quality accommodation and infrastructure to support the development of a strong and accessible tourism industry by building on Liverpool's existing accommodation offerings and encouraging new investment in the accommodation sector to attract visitors travelling to and from WSIA to stay in Liverpool. Through the activation and celebration of the natural environment, there is the opportunity for investment in infrastructure, trails, and interpretation.

Enabling the visitor economy is a critical component of Liverpool's VES as it drives economic growth, creates employment opportunities, and enhances the overall liveability of the region. By developing a thriving tourism industry, Liverpool can capitalise on its strategic location, rich cultural heritage, and proximity to major infrastructure projects such as the WSIA. A strong visitor economy supports local businesses, fosters investment, and positions Liverpool as a premier destination for both domestic and international travellers.

## IMPLEMENTATION PLAN

5. Enabling the Visitor Economy				
Priority	Responsibility	Timeframe	Measures	
5.1	<b>Deliver high-quality infrastructure and amenities to support a resilient and accessible tourism industry</b>	Infrastructure Environment City Economy City Design and Public Domain Parks	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>• Completion of tourism-priority upgrades (amenities, access, transport links)</li> <li>• Visitor satisfaction with infrastructure</li> <li>• Increase in accessible and inclusive amenities across key visitor sites</li> </ul>
5.2	<b>Capitalise on the WSIA to drive investment in accommodation and visitor attractions</b>	City Economy	Ongoing	<ul style="list-style-type: none"> <li>• Engagement with the WSIA business network</li> <li>• Attraction of new tourism investment inquiries</li> <li>• Airport-related tourism projects and developments initiated</li> </ul>
5.3	<b>Attract and facilitate investment to expand and diversify Liverpool's accommodation offerings, contributing to the NSW Government's target of 40,000 additional beds, with a focus on Greater Sydney</b>	City Economy Development Assessment	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>• Pipeline of new hotel/short-stay developments</li> <li>• Additional beds in development</li> <li>• Progress toward NSW 40,000-bed target</li> </ul>
5.4	<b>Develop and promote eco-tourism experiences, including birdwatching, guided nature walks, kayaking, and cultural land-based activities with First Nations partners</b>	City Economy Community Development (First Nations Officer) Environment	Medium (2027–2028)	<ul style="list-style-type: none"> <li>• Launch of three or more eco-tourism experiences (e.g., birdwatching, bushwalks)</li> <li>• Partnerships with Indigenous businesses</li> <li>• Bookings and positive visitor feedback</li> </ul>
5.5	<b>Create a targeted campaign to position Liverpool as a leading wellness tourism destination and attract related industry investment</b>	City Economy Communications Liverpool Innovation Precinct	Short – Medium (2026–2028)	<ul style="list-style-type: none"> <li>• Wellness tourism campaign launched</li> <li>• Engagement with wellness operators and investors</li> <li>• Awareness metrics and increase in wellness visitors</li> </ul>
5.6	<b>Establish Liverpool as a competitive destination for the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector</b>	City Economy Communications	Medium – Long (2025–2029)	<ul style="list-style-type: none"> <li>• MICE value proposition and collateral developed</li> <li>• Increase in business event bookings</li> <li>• Partnerships with hotels and venues established</li> </ul>

## IMPLEMENTATION PLAN

### CONTINUED

5. Enabling the Visitor Economy (continued)				
Priority		Responsibility	Timeframe	Measures
5.7	<b>Support the development of bookable, market-ready tourism products that can be distributed through key channels</b>	City Economy	Short – Medium (2026–2028)	<ul style="list-style-type: none"> <li>• Number of bookable products listed on ATDW and major platforms</li> <li>• Business support sessions delivered</li> <li>• Growth in bookings through digital distribution channels</li> </ul>
5.8	<b>Plan and deliver infrastructure upgrades at Georges River and Chipping Norton Lakes, including improved public amenities, accessible pathways, jetties, recreational facilities, and enhanced lighting to support activation and tourism</b>	Infrastructure Planning and Delivery  City Economy  Transport & Access	Medium – Long (2028–2030)	<ul style="list-style-type: none"> <li>• Completion of priority infrastructure projects</li> <li>• Kilometres of upgraded or new pathways constructed</li> <li>• New public amenities and facilities delivered</li> <li>• Increased active transport and recreation usage</li> </ul>



# PILLAR 6 INDUSTRY COLLABORATION



Foster partnerships with businesses, tourism operators, cultural organisations, developers, and State and Federal Governments to co-create new experiences, invest in capacity-building, and ensure Liverpool’s tourism offering is dynamic, inclusive, and ready for growth.

Industry collaboration is crucial for developing a successful Visitor Economy Strategy for Liverpool, as it enables the collective effort of various stakeholders to drive growth, innovation, and sustainability within the tourism sector.

When stakeholders, such as tourism operators, local businesses, government, and community groups, work together, they can leverage shared knowledge, resources, and networks to create a more vibrant, cohesive, and competitive visitor economy.



## IMPLEMENTATION PLAN

6. Industry Collaboration				
Priority		Responsibility	Timeframe	Measures
6.1	<b>Host two annual tourism industry events to strengthen collaboration and build a cohesive visitor economy network</b>	City Economy Communications Events	Ongoing (start 2026)	<ul style="list-style-type: none"> <li>Two events delivered annually (e.g., forum, networking expo)</li> <li>Attendance of 50+ industry representatives per event</li> <li>Positive post-event feedback and increased collaboration</li> </ul>
6.2	<b>Partner with the tourism sector to deliver programs that support skills development and foster industry partnerships</b>	City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> <li>Co-designed programs delivered with tourism stakeholders</li> <li>Participant satisfaction and reported outcomes</li> <li>Increase in business-to-business partnerships</li> </ul>
6.3	<b>Strengthen ties with neighbouring councils, WSIA, and Destination NSW to support regional visitor economy initiatives</b>	City Economy Communications	Ongoing	<ul style="list-style-type: none"> <li>Number of joint initiatives or co-marketing campaigns</li> <li>Formalised partnerships or MoUs</li> <li>Attendance at regional tourism planning forums</li> </ul>
6.4	<b>Collaborate with Destination NSW to implement training programs tailored for tourism operators</b>	City Economy	Short – Medium (2026-2028)	<ul style="list-style-type: none"> <li>At least two DNSW-led workshops hosted locally</li> <li>Operator participation numbers</li> <li>Increase in ATDW listings and quality of product offerings</li> </ul>
6.5	<b>Design and implement a professional development program to boost operator capabilities in marketing, customer service, and business growth</b>	City Economy	Medium (2027-2028)	<ul style="list-style-type: none"> <li>Program launched with marketing, customer service, and growth modules</li> <li>Participant enrolment and completion rates</li> <li>Improved operator capability (tracked via follow-up surveys)</li> </ul>

## MONITORING AND REPORTING

# 6

The VES will be the responsibility of the City Economy Unit.

The priorities of the VES will be monitored by key internal stakeholders across Council directorates. The outcomes from the VES will be reported to the Tourism and CBD Committee on twice a year. This committee includes external stakeholders from community groups, NGOs and businesses which will assist in exploring further opportunities to build the visitor economy. The benefits sustained from the VES will be measured.

## EVALUATION AND REVIEW

This VES will be reviewed every new term of Council. The review should include the following:

- a. Council's ongoing commitment to the purpose and objectives of the VES
- b. Mechanisms to collect feedback on Council's activities in growing the visitor economy
- c. Whether the manner in which Council manages this plan, and related activities is professional, transparent and accountable
- d. Whether conflicts of interest are identified and activities terminated should a conflict of interest arise that cannot be resolved; and
- e. Determine next steps through the development of an action plan for the following two years.

# APPENDIX 1

**LIVERPOOL BASELINE VISITOR FIGURES**  
LUCID ECONOMICS



## Liverpool Baseline Visitor Figures 2025

*Prepared for*

**Liverpool City Council**

June 2025



# Lucid

*/'lu:sid/*

*adjective*

**1. expressed clearly; easy to understand**

**2. bright or luminous**



## Document Control

Job Name: LIVERPOOL Visitor Analysis 2025

Client: Liverpool City Council

Client Contact: Jessica Walters

### Version Control

Version	Date	Authorisation
Draft v1	15/4/2025	MC
Draft v2	23/4/2025	MC
Final Draft	21/5/25	MC
Final	4/6/25	MC

### Disclaimer:

While every effort has been made to ensure the accuracy of this document, Lucid Economics Pty Ltd is unable to make any warranties in relation to the information contained herein. Lucid Economics Pty Ltd, its employees and agents accept no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of Lucid Economics Pty Ltd, its employees or agents. Any forecasts or projections used in the analysis and relied upon for any findings can be affected by a number of unforeseen or unknown variables, and as such no warranty is given that a particular set of results will in fact be achieved or realised.

## Acknowledgement of Country

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

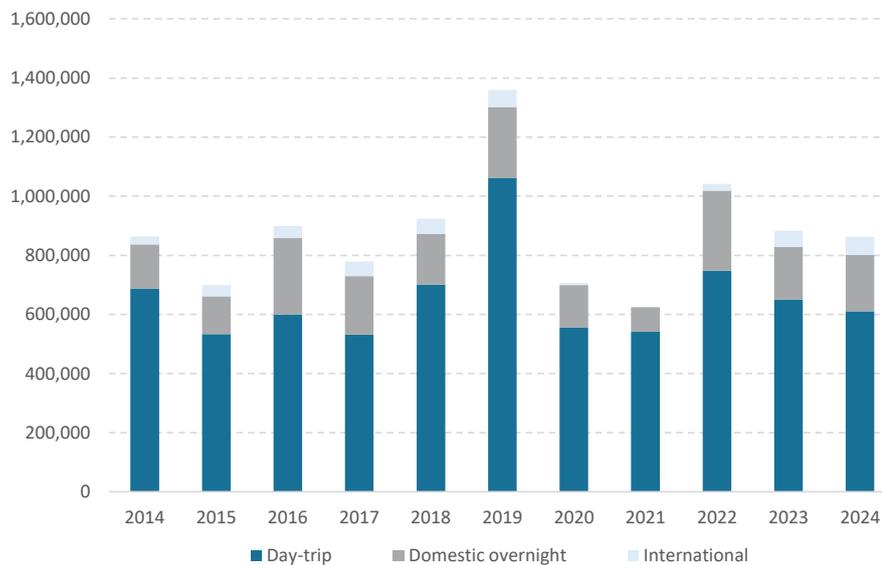
## Executive Summary

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide a baseline assessment of visitation to the local government area to inform the update to the Destination Management Plan (DMP), which was adopted in 2019.

The COVID-19 pandemic significantly disrupted visitor market, including restrictions on the movement of residents (e.g. lockdowns), interstate border closures and the closure of the Australian border to international visitors.

In 2024, there were 862,500 visitors to Liverpool, a marginal reduction of visitors compared to 2018, when the DMP was created. While domestic overnight and international visitors have returned to a certain extent, day trip visitors have declined, which may be linked to significant increases in interest rates, a cost of living crisis and the erosion of disposable incomes that enable travel. While visitors have declined since 2018, visitor nights have grown by 75%, which is almost entirely driven by the significant, post-COVID rebound in international visitors.

Figure E.1 Visitors by Type, Liverpool



Source: TRA (2025).

In 2024, visitation returned to 'normal' in many respects. For example, the visitor market remains dominated by day-trip visitors (71% of total visitors). The majority of visitors are from other parts of Sydney, however, most domestic visitors are from other parts of New South Wales and other States. Visiting friends and relatives (VFR) is the most dominant market segment (42% of total visitors) and business travellers, medical visitors and international students also continue to make important contributions.



LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Key differences since 2018 include:

- Day trip visitors have fallen from 76% of total visitors in 2018 to 71% in 2024, which a corresponding increase in the proportion of domestic overnight and international visitors
- While VFR has remained the dominant visitor market segment, business visitors and those visiting for other purposes (mostly medical and some education) have increased their share, which has resulted in a decreased share of leisure visitors
- In terms of international visitors, Chinese visitors had been growing strongly in 2018 but have since reduced their numbers significantly. At the same time, Indian visitors have grown strongly and recently to now represent the third largest share of visitors and make up the largest share of visitor nights
- Individual visitor yield (e.g. \$/visitor) has increased significantly for all visitor types with total yield increasing from \$392/visitor in 2018 to \$724/visitor in 2024:
  - Increased yield has been observed in many markets and a variety of surveys have suggested that the increase in yield is likely largely driven by operators increasing their prices to account for increases in business operational costs
- On a per night yield basis (e.g. \$/visitor night), increases have been much smaller, growing from \$175/visitor night in 2018 to \$185/visitor night in 2024. The significant growth in visitor yield is largely due to an increase in length of stay.

By 2035, Liverpool is projected to host 1.46 million visitors and 4.77 million visitor nights. Total visitors are expected to increase by almost 600,000 and visitor nights are expected to grow by almost 2 million. Visitor expenditure is expected to exceed \$1 billion. The additional \$430 million in visitor expenditure will support over 1,700 new jobs in the local economy.

Figure E.2 Visitor Economy Projections, Liverpool



Source: TRA (2025).

This increase in visitation could drive growth in visitor expenditure from \$624 million in 2024 to \$920 million in 2029, an increase of almost \$300 million and or 50%. This level of expenditure would support almost 3,100 jobs in the area.



## Table of Contents

---

<b>Executive Summary .....</b>	<b>iii</b>
<b>Table of Contents.....</b>	<b>v</b>
<b>1. Introduction.....</b>	<b>1</b>
<b>2. Visitation to Liverpool.....</b>	<b>2</b>
2.1 Visitation by Type .....	2
2.2 Length of Stay .....	4
2.3 Visitation by Purpose of Visit.....	5
2.3.1 Event Visitation.....	10
2.4 Visitation by Life Cycle Group.....	11
2.5 Visitation by Source Market .....	13
2.6 Visitation by Accommodation Type.....	17
2.7 Visitor Activities.....	19
<b>3. Economic Contribution of Tourism .....</b>	<b>21</b>
3.1 Methodology & Assumptions .....	21
3.2 Economic Contribution of Tourism.....	22
<b>4. Visitor Projections.....</b>	<b>23</b>
<b>References .....</b>	<b>26</b>
<b>Appendix A: Methodology .....</b>	<b>27</b>
<b>Appendix B: Detailed Visitor Data .....</b>	<b>30</b>

## 1. Introduction

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide an updated assessment of visitation to the local government area.

The City of Liverpool (Liverpool) is a growing city in Western Sydney with a population of 255,000 people and the City will continue to play a key role as service centre for the broader community.

While Liverpool is not a typical leisure tourism destination, the City receives a large number of visitors and the visitor economy currently makes an important contribution to the City. Council is in the process of updating its Destination Management Plan (DMP) and this analysis will inform this process.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new spending, creation of employment opportunities and increased demand for local goods and services. According to the current DMP, a strong visitor economy will showcase and celebrate the city's assets – its people and lifestyle, rich cultural diversity, heritage, natural assets and events.

This assessment considers the following geographic areas, including:

- Liverpool City Council
- Western Sydney (as defined as the LGAs of Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly)
- Sydney Tourism Region (as defined by Tourism Research Australia and Destination NSW)

The assessment utilises the most recent data and information available from Tourism Research Australia's National and International Visitor Survey (**year ending December 2024**). For a further description of the methodology for this assessment, please refer to **Appendix A**.

This assessment uses the following definitions:

- **Day-trip Visitor:** Day visitors are those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home.
- **Overnight Visitor:** Overnight travel involves a stay away from home of at least one night, at a place at least 40 kilometres from home. Overnight visitors are separated into domestic and international.
- **International Visitor:** International visitors are short-term international travellers aged 15 years and over who have been visiting Australia (for a period of less than 1 year).

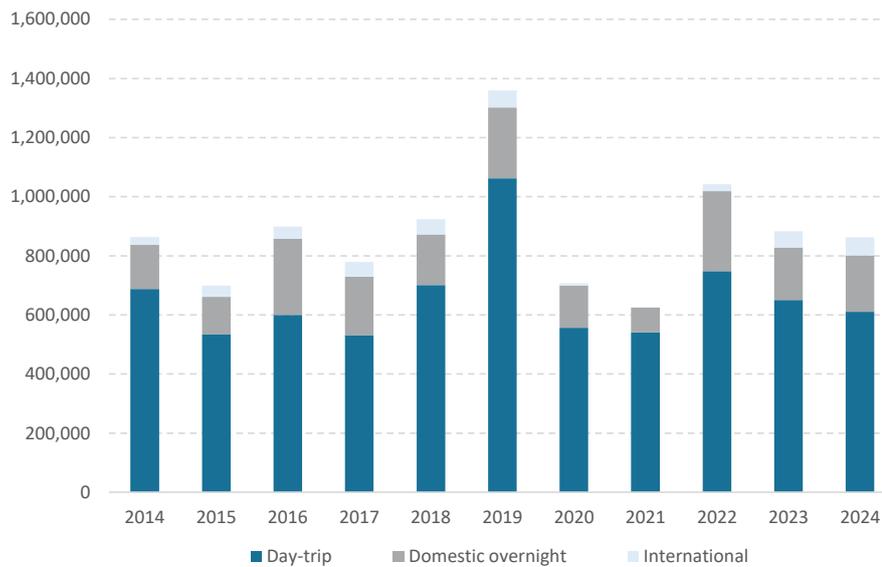
Detailed visitor information is contained in **Appendix B**.

## 2. Visitation to Liverpool

### 2.1 Visitation by Type

- While below the peak of visitation in 2019, visitation has stabilised in line with historical norms.
- Liverpool has traditionally been dominated by day-trip visitors (75% of total).
- While smaller, domestic overnight visitors (20%) and international visitors (4%) make an important contribution due to the elevated levels of expenditure associated with these visitor groups relative to day-trip visitors.
- In 2024, international visitors exceeded pre-COVID levels, which is an encouraging sign
- In terms of visitor nights, international visitors make up 70% of the total.
- While the proportion of overnight visitors to Liverpool is slightly larger than the broader Western Sydney region, it is substantially lower than the proportion of overnight visitors to the broader Sydney region.
- However, visitation to Liverpool is a small fraction of overall visitation to Western Sydney (10%) and Sydney (3%).

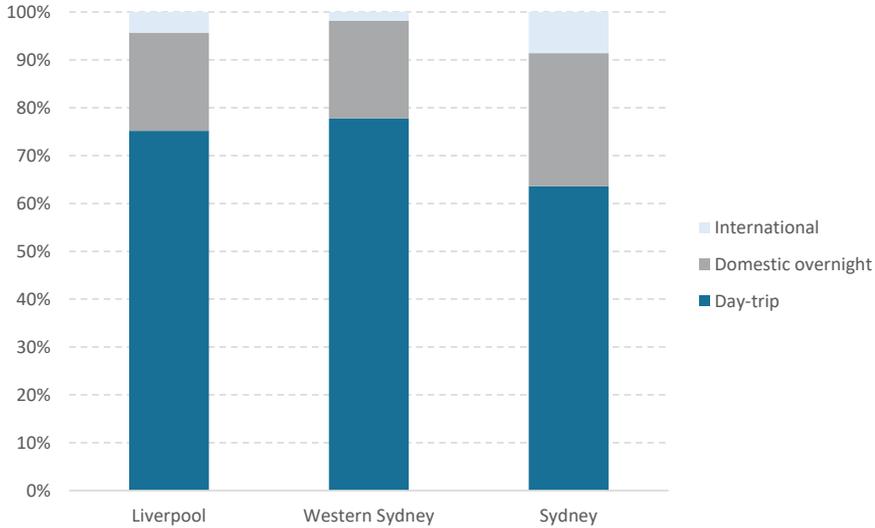
Figure 2.1 Visitors by Type, Liverpool



Source: TRA (2025).

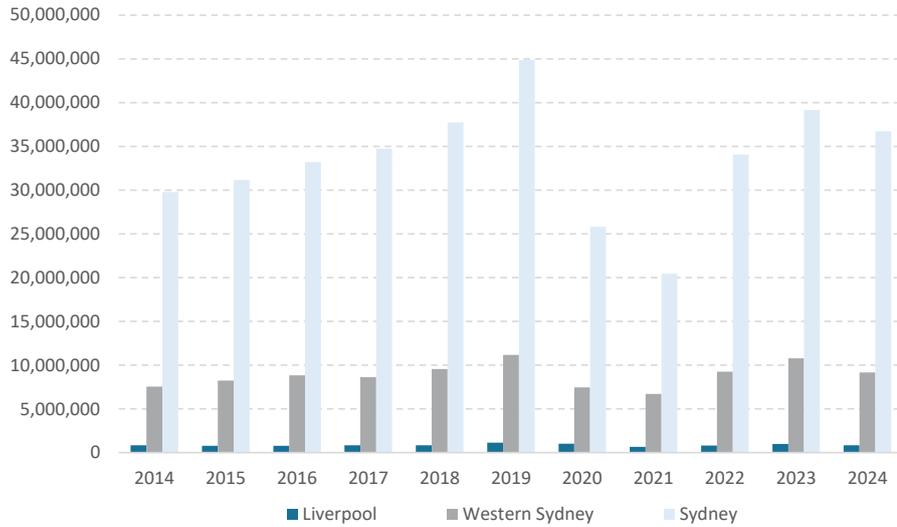
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.2 Proportion of Visitors by Type



Note: 14-year averages (2011-2024).  
Source: TRA (2025).

Figure 2.3 Total Visitors by Region

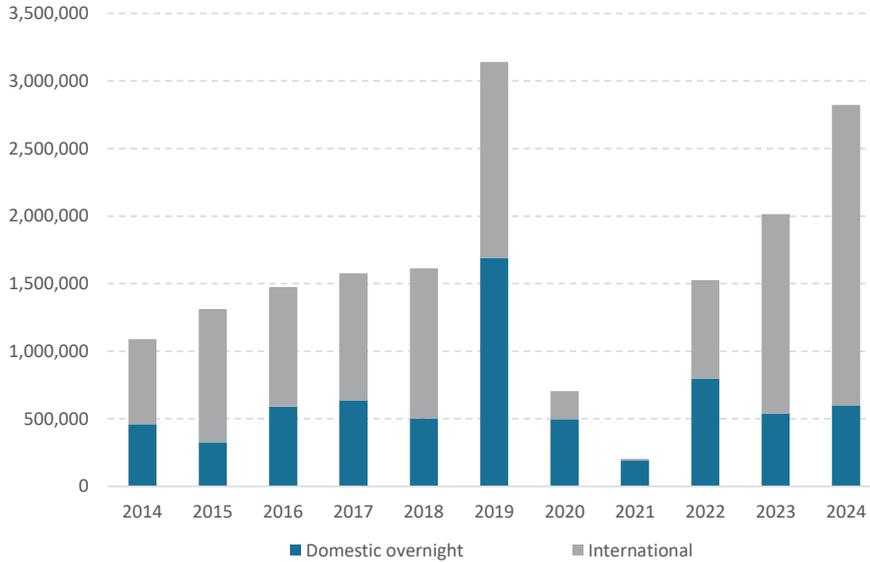


Source: TRA (2025).



LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.4 Visitor Nights by Type, Liverpool

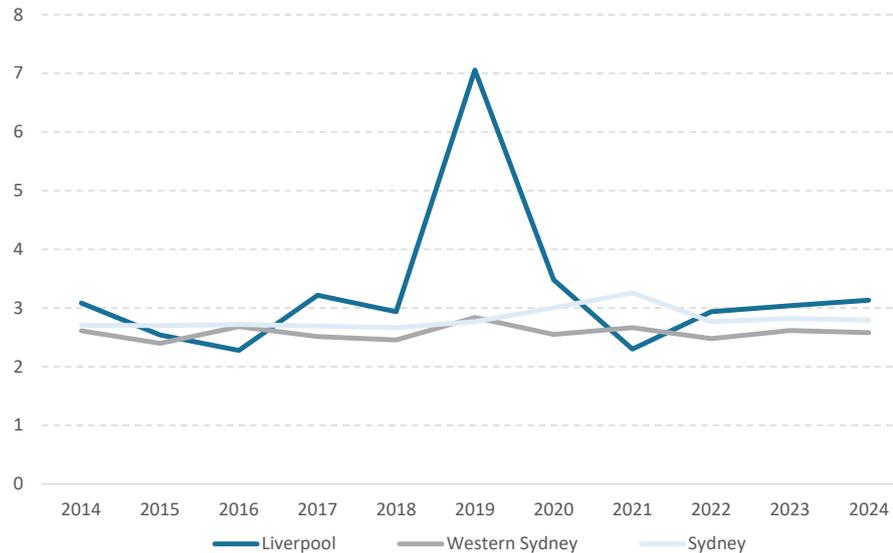


Source: TRA (2025).

## 2.2 Length of Stay

- The average length of stay to Liverpool has generally been marginally higher for both domestic and international visitors than the Western Sydney and Sydney averages over the last three years, which is likely due to the higher proportion of visiting friends and relatives (VFR) visitors to Liverpool.

Figure 2.5 Domestic Overnight Visitor Average Length of Stay by Region

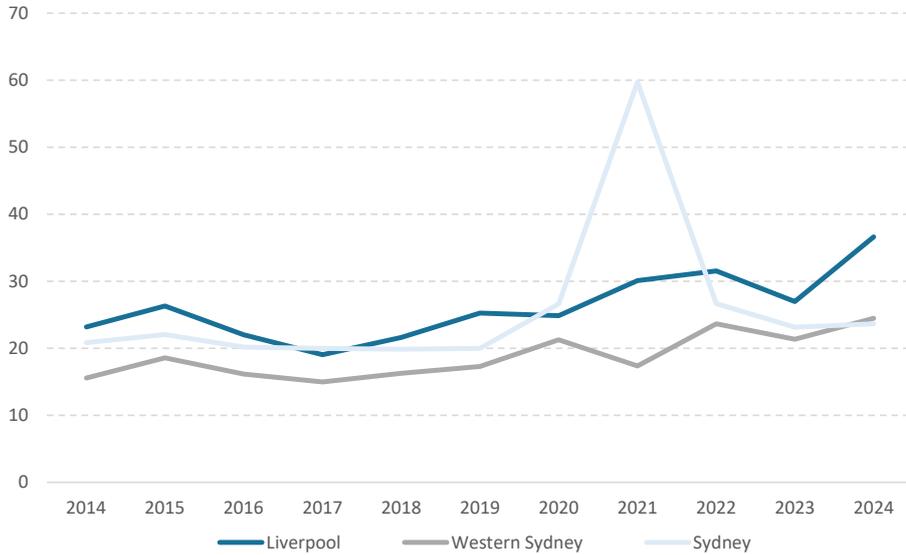


Source: TRA (2025).



LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.6 International Visitor Average Length of Stay by Region



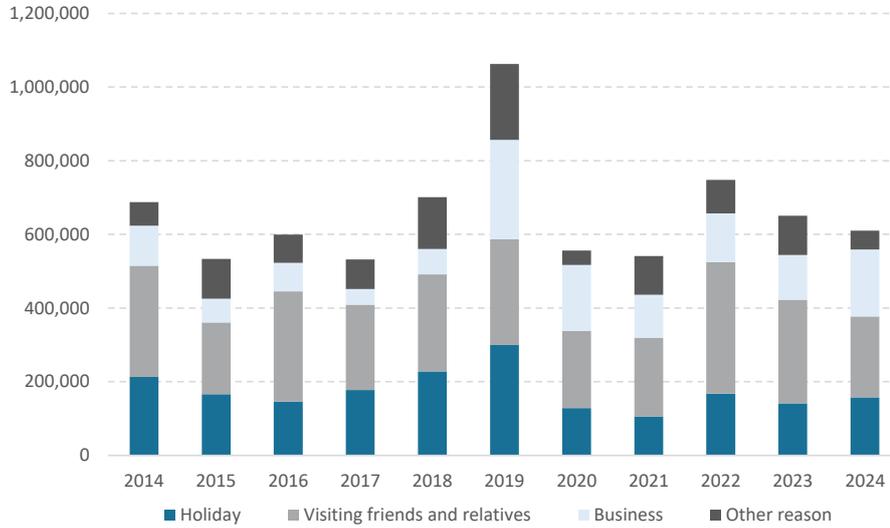
Source: TRA (2025).

### 2.3 Visitation by Purpose of Visit

- Visitation to Liverpool is primarily for the purpose of ‘visiting friends and relatives’ (VFR) for all visitor types, however ‘business’ visitors have trended higher in recent years.
- The growth in business visitors is largely responsible for the significant increase in visitors in 2019, which is likely due to the construction and planning for the Western Sydney Airport as well as the significant industrial base in Liverpool. Day trip business visitors saw more than a threefold increase in 2019.
- Liverpool has a much lower proportion of ‘holiday’ visitors across all visitor types than the Western Sydney and Sydney averages.
- Visitors to Liverpool for ‘medical reasons’ and ‘education’ had trended higher prior to the pandemic, reflecting the strength of the Liverpool Hospital and the three universities based in Liverpool’s CBD. However, momentum has eased in recent years.
- Relative to Western Sydney and Sydney, Liverpool receives a much higher proportion of ‘medical’ visitors and while the totals are small relative to total visitors, the data demonstrates the economic value of the hospital for the visitor economy locally.

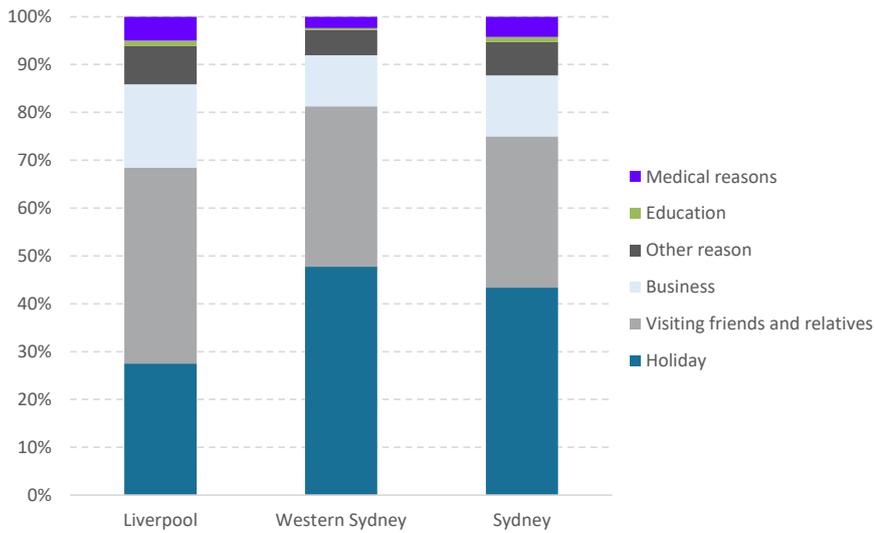
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.7 Day-Trip Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.8 Proportion of Day-Trip Visitors by Purpose of Visit



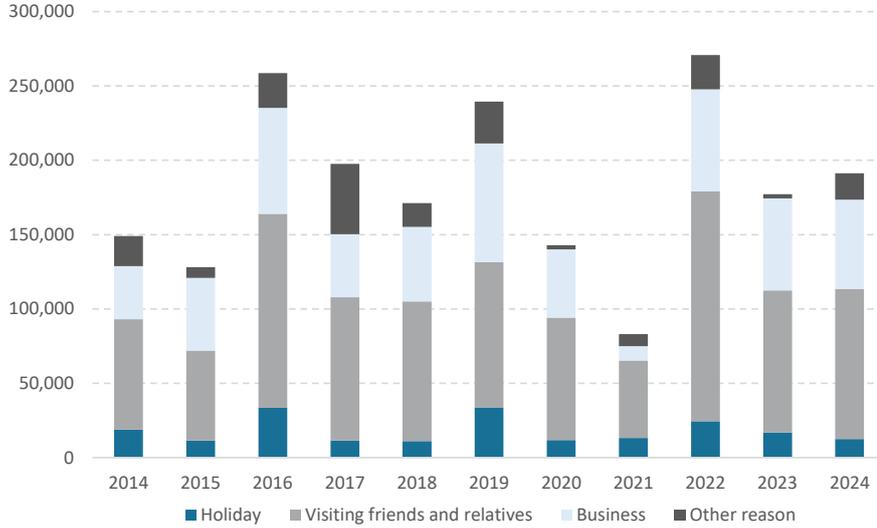
Note: 14-year averages (2011-2024).

Source: TRA (2025).



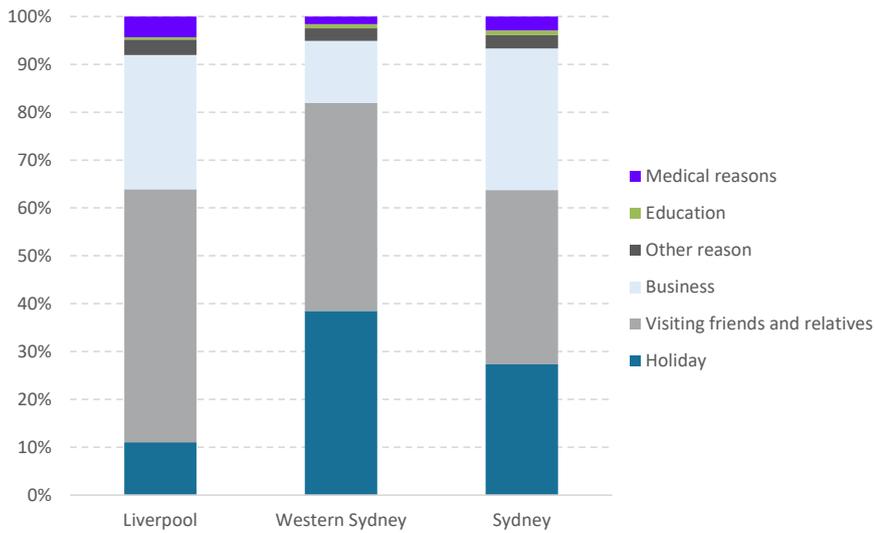
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.9 Domestic Overnight Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.10 Proportion of Domestic Overnight Visitors by Purpose of Visit



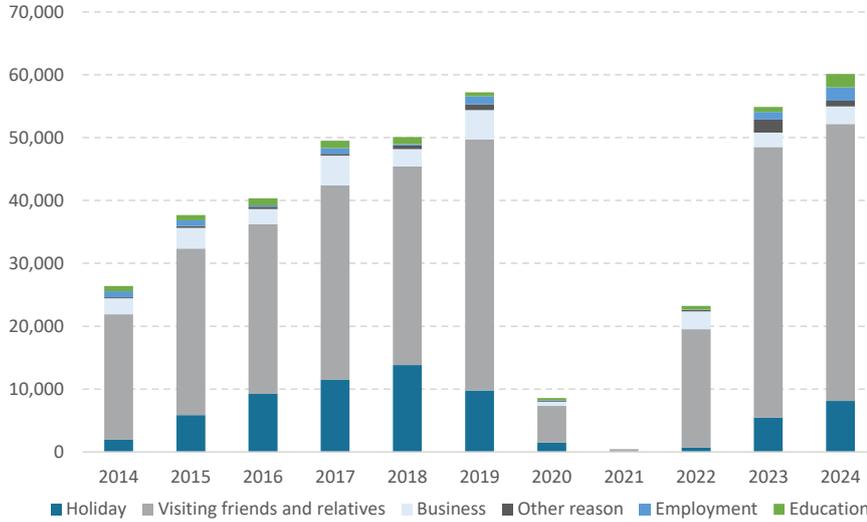
Note: 14-year averages (2011-2024).

Source: TRA (2025).



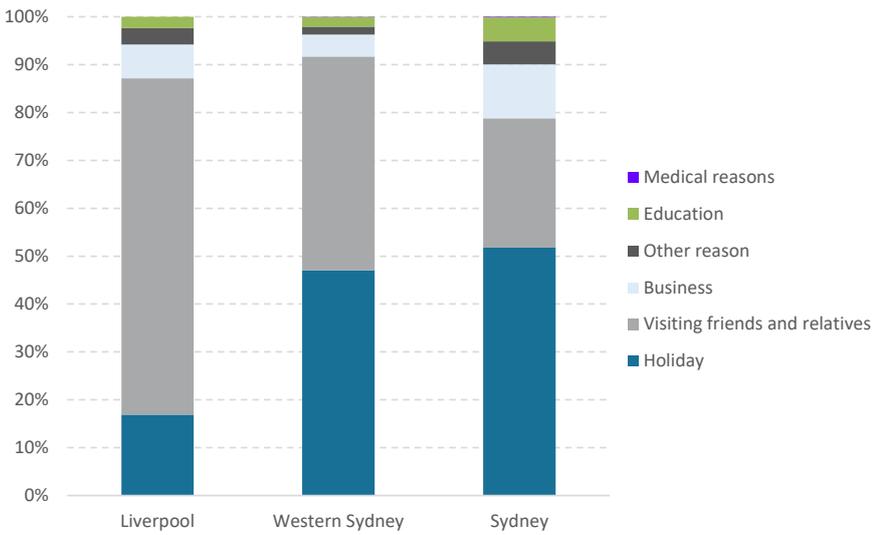
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.11 International Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.12 Proportion of International Visitors by Purpose of Visit



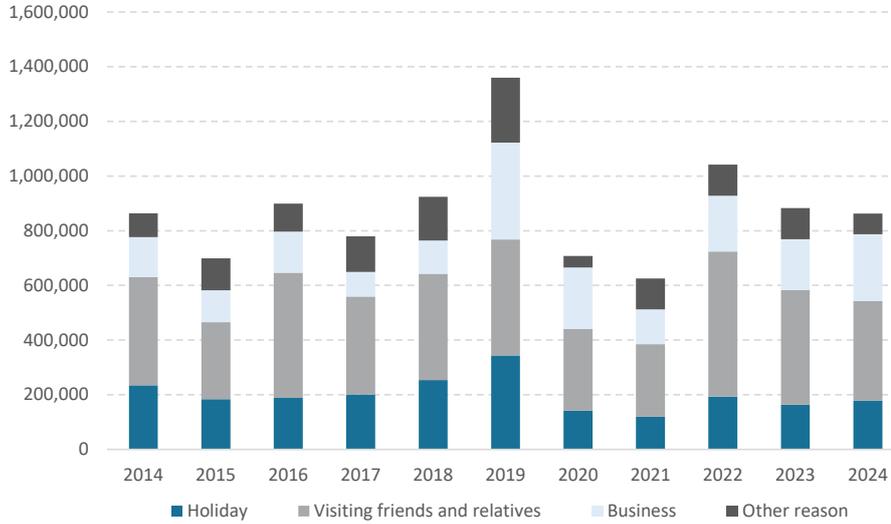
Note: 14-year averages (2011-2024).

Source: TRA (2025).



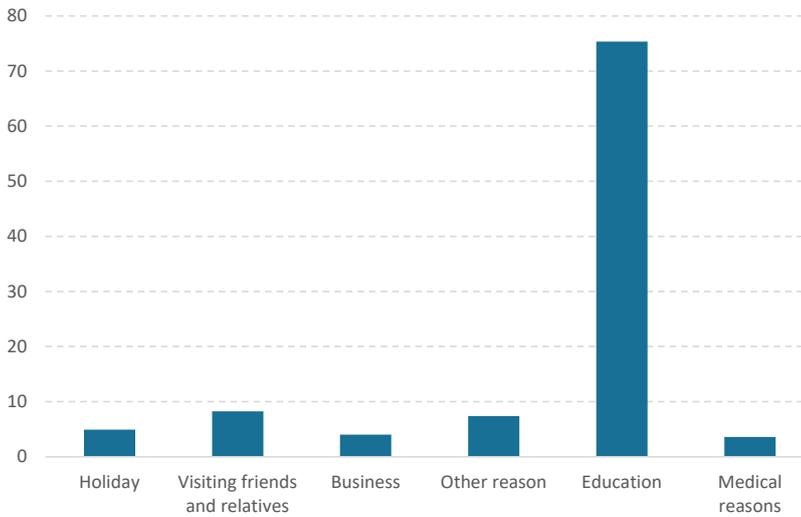
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.13 Total Visitors by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.14 Average Length of Stay by Purpose of Visit, Liverpool



Note: 11-year average (2014-2024).

Source: TRA (2025).



### 2.3.1 Event Visitation

Events play an important role in the visitor economy in Liverpool. Table 2.1 shows major events in Liverpool that generated total attendance over 540,200 and visitation of 196,150. These visitors injected an estimated \$10.3 million into the local economy. These events generated the equivalent of 23% of total visitation to Liverpool and 2% of visitor expenditure.

Table 2.1. Events, Visitation and Expenditure, Liverpool

Event	Date	Attendance	Average Spend per Visitor (\$)	Total Expenditure (\$)	% Locals	Visitors	Visitor Expenditure (\$)
Winter Blast @ Casula	12/13/14 July 2024	16,000	\$0.00	\$0	80%	3,200	\$0
EuroFest	2/3/4 August 2024	37,000	\$30.00	\$1,110,000	80%	7,400	\$222,000
Pairs 2024 LIVE	9/10/11 August 2024	15,000	\$30.00	\$450,000	80%	3,000	\$90,000
Arabian Nights	16/17/18 August 2024	33,000	\$30.00	\$990,000	80%	6,600	\$198,000
BlakFire Festival	23/24/25 August 2024	19,000	\$30.00	\$570,000	80%	3,800	\$114,000
Southwest Sessions	30/31 August/ 1 September 2024	50,000	\$37.00	\$1,850,000	70%	15,000	\$555,000
Starry Sari Nights	6/7/8 September 2024	30,000	\$35.00	\$1,050,000	70%	9,000	\$315,000
Primavera	25/26/27 October 2024	35,000	\$32.50	\$1,137,500	70%	10,500	\$341,250
Pasifika Summer	15/16/17 November 2024	42,000	\$70.00	\$2,940,000	60%	16,800	\$1,176,000
Christmas in the Mall	29/30 Nov, 1 Dec 2024	10,000	\$50.00	\$500,000	70%	3,000	\$150,000
New Years Eve	31 December 2025	20,000	\$75.20	\$1,504,000	60%	8,000	\$601,600
Australia Day	26 January 2025	6,500	\$71.00	\$461,500	60%	2,600	\$184,600
Lanterns & Lights	7/8/9 February 2025	47,000	\$51.00	\$2,397,000	60%	18,800	\$958,800
Most Blessed Nights	27/28 February 2025	30,000	\$49.00	\$1,470,000	50%	15,000	\$735,000
	1/2 March 2025						
	6/7/8/9 March 2025	38,900	\$67.00	\$2,606,300	50%	19,450	\$1,303,150
	13/14/15/16 March 2025	30,000	\$46.00	\$1,380,000	50%	15,000	\$690,000
	20/21/22/23 March 2025	32,000	\$59.00	\$1,888,000	50%	16,000	\$944,000
	17/18/19/20 April 2025	30,800	\$77.30	\$2,380,840	50%	15,400	\$1,190,420
Motherland	11/12/13 April 2025	19,000	\$64.00	\$1,216,000	60%	7,600	\$486,400
<b>Total</b>		<b>541,200</b>		<b>\$25,901,140</b>		<b>196,150</b>	<b>\$10,255,220</b>

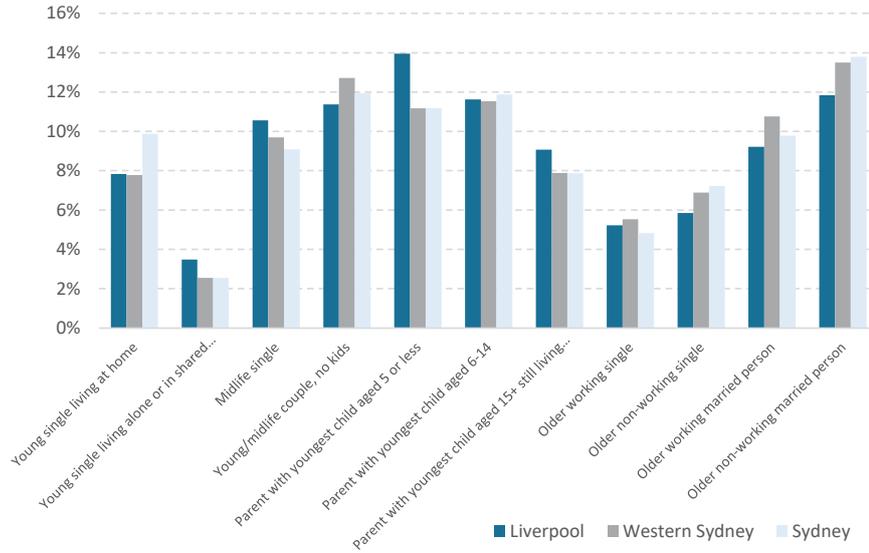
Source: Liverpool City Council (2025)



## 2.4 Visitation by Life Cycle Group

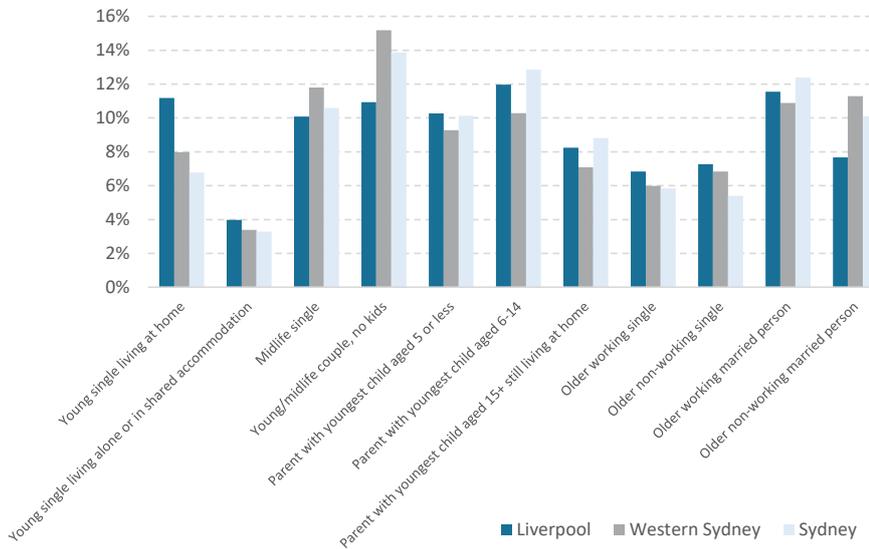
- Liverpool receives a balance of visitors across various life cycle categories.
- The greatest proportions are from the ‘parent with youngest child aged 5 or less’ and ‘older non-working married person’.

Figure 2.15 Proportion of Day-Trip Visitors by Lifecycle Group



Note: 9-year average (2016-2024). Lifecycle data not available 2013-2015.  
Source: TRA (2025).

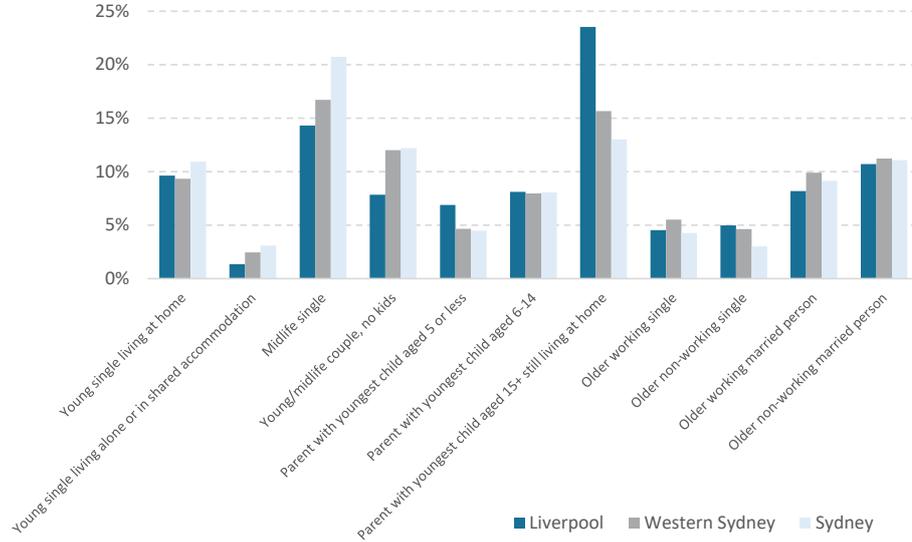
Figure 2.16 Proportion of Domestic Overnight Visitors by Lifecycle Group



Note: 9-year average (2016-2024). Life cycle data not available 2013-2015.  
Source: TRA (2025).

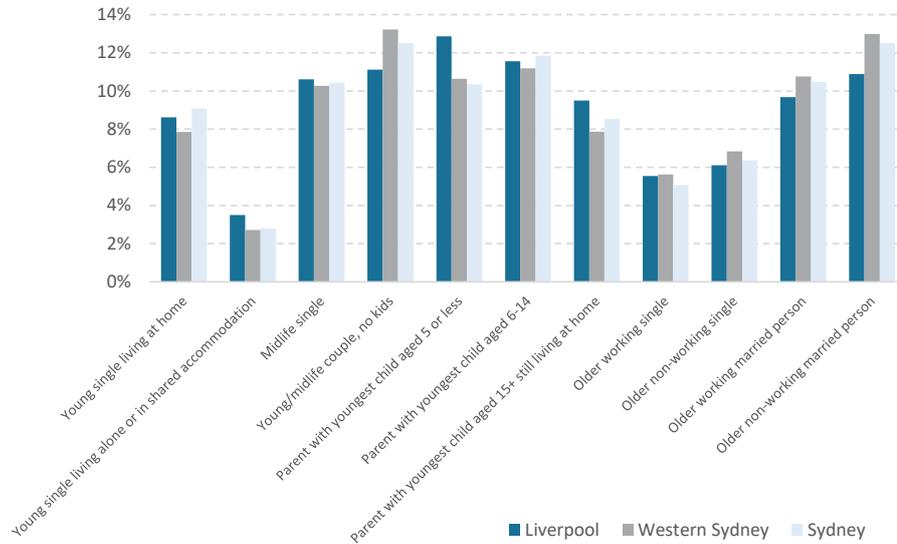
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.17 Proportion of International Visitors by Lifecycle Group



Note: 9-year average (2016-2024).  
Source: TRA (2025).

Figure 2.18 Proportion of Total Visitors by Lifecycle Group

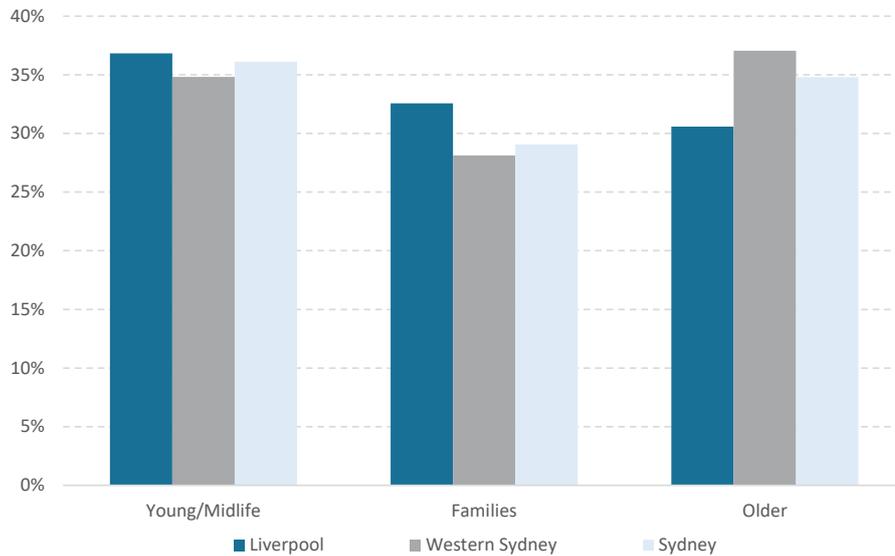


Note: 9-year average (2016-2024).  
Source: TRA (2025).



## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.19 Proportion of Total Visitors by Lifecycle Group



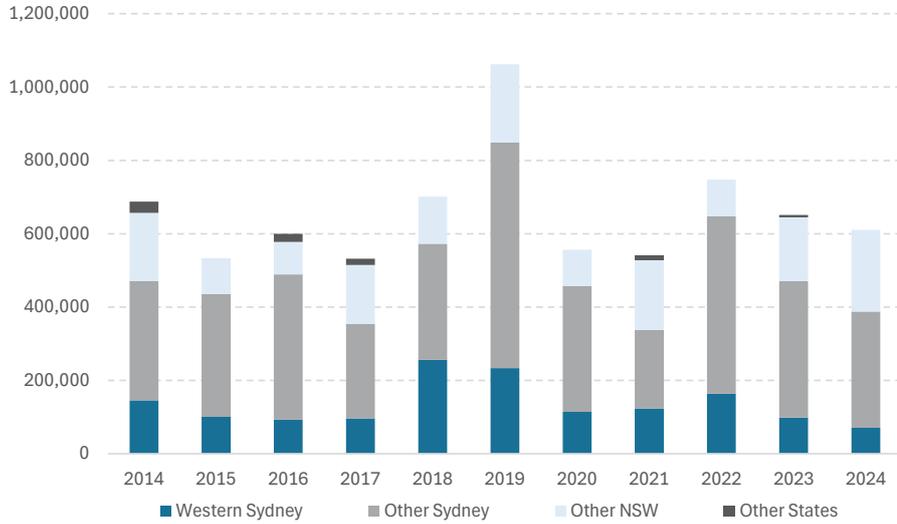
Note: 9-year average (2016-2024).  
Source: TRA (2025).

## 2.5 Visitation by Source Market

- Data shows that day-trip visitors to Liverpool are predominantly from 'Other Sydney'.
- Domestic overnight visitation to Liverpool is dominated by visitors from outside of Sydney.
- Liverpool is slightly less reliant on visitors from Sydney than Western Sydney is, but far more reliant than the Sydney average.
- Liverpool's key international visitor markets include New Zealand and Fiji, contributing about half of all international visitors. China was a strong market prior to the pandemic, although numbers have dwindled in the post-COVID period.
- There has been a significant and recent increase in visitors from India, now contributing 8% of total visitors and 27% of visitor nights (the highest), which would indicate this cohort is mostly international students.

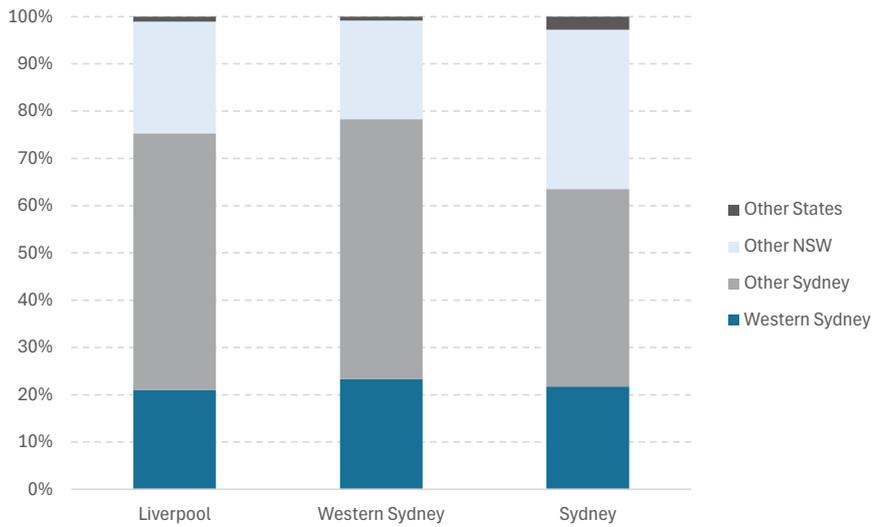
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.20 Day-Trip Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.21 Proportion of Day-Trip Visitors by Source Market



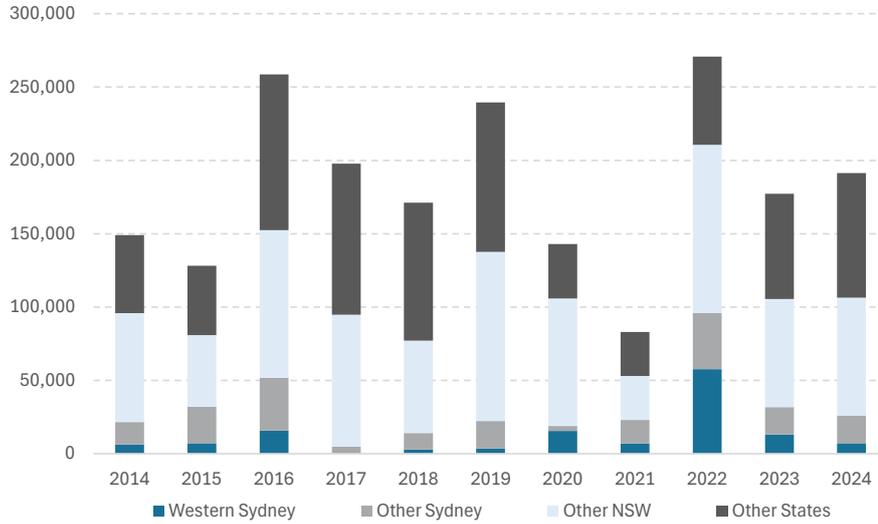
Note: 16-year averages (2009-2024).

Source: TRA (2025).



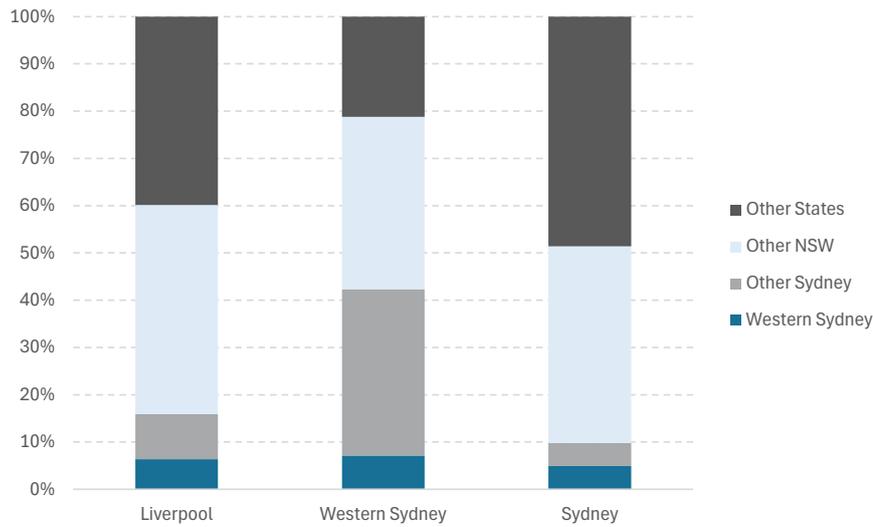
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.22 Domestic Overnight Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.23 Proportion of Domestic Overnight Visitors by Source Market



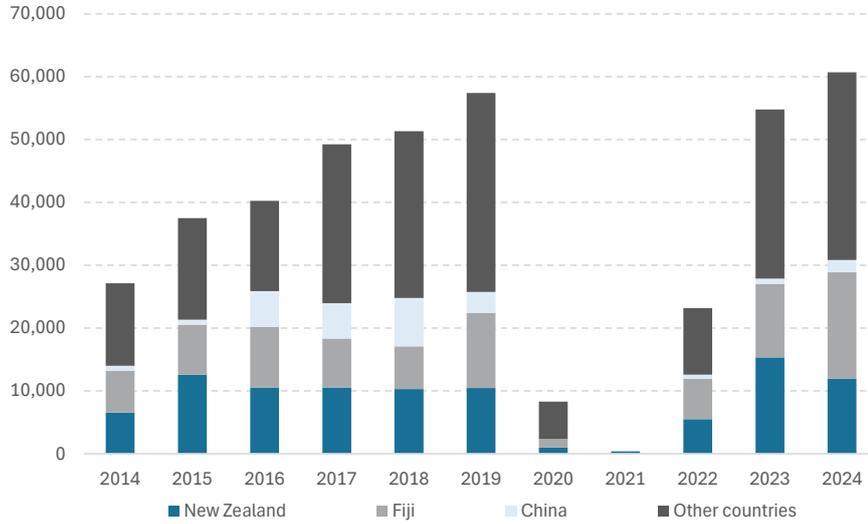
Note: 16-year averages (2009-2024).

Source: TRA (2025).



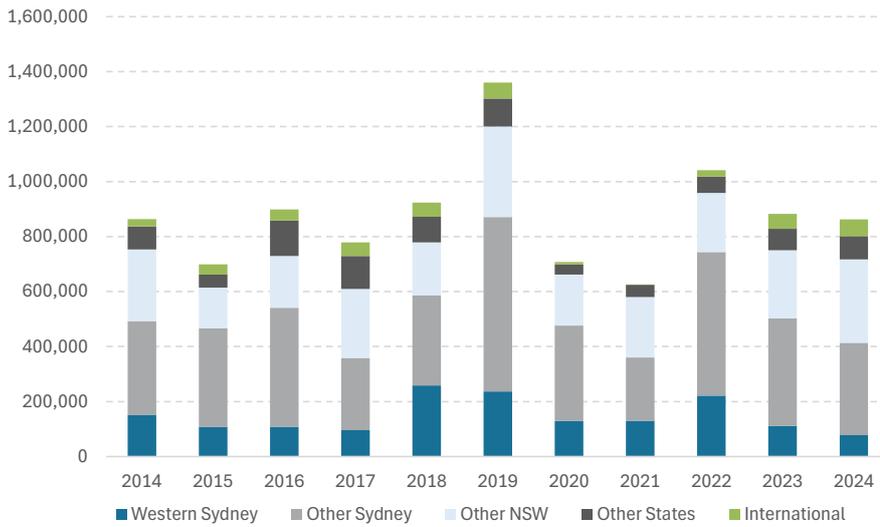
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.24 International Visitors by Source Market, Liverpool



Source: TRA (2025).

Figure 2.25 Total Visitors by Source Market, Liverpool

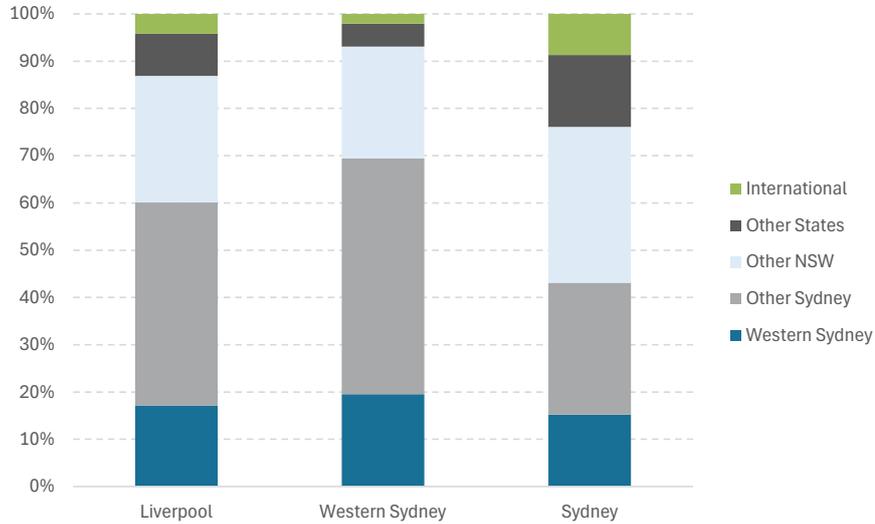


Source: TRA (2025).



LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.26 Proportion of Total Visitors by Source Market



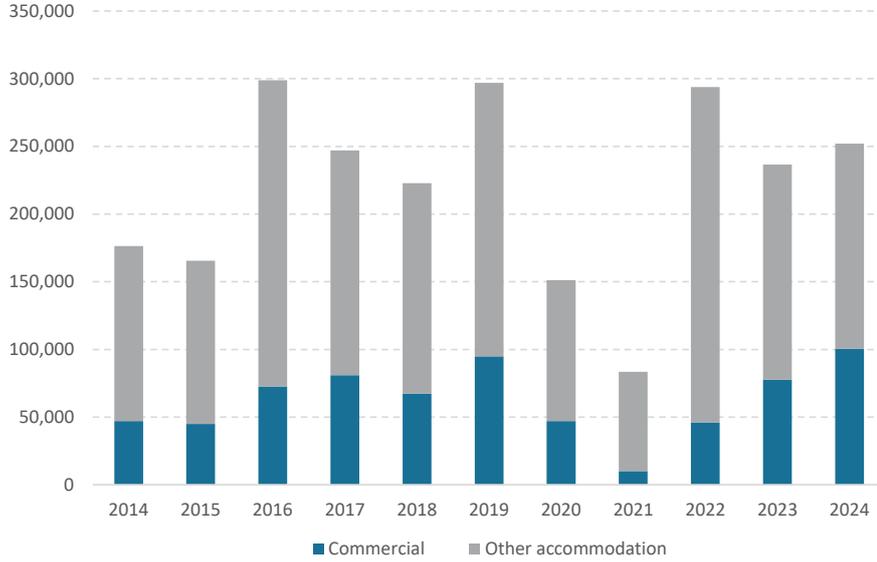
Note: 16-year averages (2009-2024).  
Source: TRA (2025).

## 2.6 Visitation by Accommodation Type

- Liverpool has a significantly lower proportion of visitors staying in commercial accommodation than the Western Sydney and Sydney averages.
- This is likely driven by the high proportion of visitors to Liverpool being for the purpose of ‘visiting friends and relatives’ (who are more likely to find alternative, non-commercial accommodation) and the comparatively low proportion of ‘holiday’ visitors.
- Despite these trends, visitor nights in commercial accommodation in Liverpool looks to have fully recovered to pre-pandemic levels.

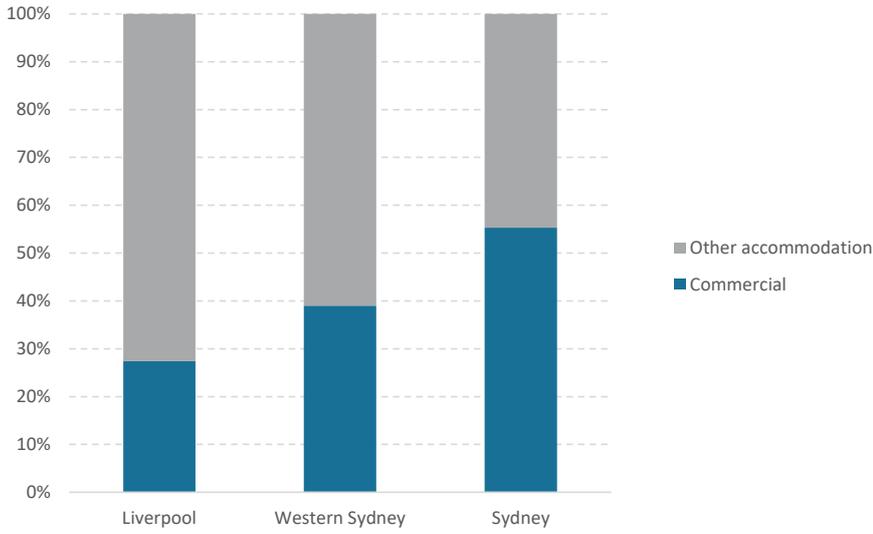
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 2.27 Total Visitors by Accommodation Type, Liverpool



Source: TRA (2025).

Figure 2.28 Proportion of Total Visitors by Accommodation Type



Note: 14-year averages (2011-2024).

Source: TRA (2025).

## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

## 2.7 Visitor Activities<sup>1</sup>

- Key visitor activities undertaken in Liverpool across the domestic visitor types include:
  - Visiting friends and relatives.
  - Eat out / dine at a restaurant and / or café.
  - Going shopping for pleasure.
  - Sightseeing / looking around.
  - Pubs, clubs, discos etc.
  - Picnics or BBQs.
- However, international visitors are more likely than domestic visitors to nature and cultural activities including:
  - Visit national parks / state parks.
  - Visit wildlife parks / zoos / aquariums.
  - Visit history / heritage buildings, sites or monuments.
  - Visit botanical or other public gardens.
  - Visit museums or art galleries.

Table 2.2 Top 20 Visitor Activities by Visitor Type, Liverpool

Day-trip		Domestic overnight		International	
Activity	%	Activity	%	Activity	%
Visit friends & relatives	42.7	Visit friends & relatives	55.6	Eat out / dine at a restaurant and/or cafe	76.8
Eat out / dine at a restaurant and/or cafe	28.2	Eat out / dine at a restaurant and/or cafe	43.3	Go shopping for pleasure	68.9
None of these	25.6	None of these	21.0	Sightseeing/looking around	58.0
Go shopping for pleasure	13.9	Go shopping for pleasure	18.8	Go to the beach	44.6
Sightseeing/looking around	4.0	Pubs, clubs, discos etc	10.8	Go to markets	36.8
Pubs, clubs, discos etc	3.7	Sightseeing/looking around	10.2	Visit national parks / state parks	32.7
Attend an organised sporting event	3.0	Go to the beach	3.9	Visit wildlife parks / zoos / aquariums	25.4
Picnics or BBQs	2.5	Exercise, gym or swimming	3.6	Pubs, clubs, discos etc	25.0
Play other sports	2.2	Visit national parks / state parks	3.6	Visit history / heritage buildings, sites or monuments	24.5
Golf	1.8	Bushwalking / rainforest walks	3.5	Visit botanical or other public gardens	23.6
Visit national parks / state parks	1.7	Attend movies/cinema	3.1	Charter boat / cruise / ferry	19.2
Exercise, gym or swimming	1.5	Visit museums or art galleries	3.0	Visit museums or art galleries	17.9
Other outdoor activities nfd	1.5	Picnics or BBQs	3.0	Bushwalking / rainforest walks	14.0
Not asked	1.3	Go on a daytrip to another place	2.9	Attend Movies/Cinema (2007 onwards)	13.7
Cycling	1.2	Go to markets	2.8	Visit casinos	10.2
Attend movies/cinema	1.1	Play other sports	2.4	Attend festivals / fairs or cultural events	9.8
Visit botanical or other public gardens	1.0	Attend an organised sporting event	2.1	Visit farms	8.0
Go to markets	1.0	Visit botanical or other public gardens	2.0	Visit amusements / theme parks	7.8
Attend festivals / fairs or cultural events	0.9	Visit history / heritage buildings, sites or monuments	2.0	Attend theatre, concerts or other performing arts	6.3
Attend theatre, concerts or other performing arts	0.8	Visit amusements / theme parks	1.9	Go whale or dolphin watching	4.3

Note: 14-year average (2011-2024). Activities are trip based, so the above activities may not take place in Liverpool.  
Source: TRA (2025).

<sup>1</sup> Please note that visitor activities are 'trip based', meaning that the activities are related to a visitor's entire trip, which may include additional destinations.

## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

As highlighted in the table above (Table 2.2), ‘none of these’ appears relatively high on the list of activities for day trip and domestic overnight visitors. This result would indicate a shortage of visitor experiences and activities.

### 3. Economic Contribution of Tourism

#### 3.1 Methodology & Assumptions

This assessment uses the Regional Tourism Satellite Accounts (TRA, 2024) in order to estimate the economic contribution from tourism to the Liverpool economy. An estimate of visitor expenditure is required to drive this analysis. The most recent (year ending December 2024) visitor expenditure data for the Sydney tourism region has been used to estimate the local visitor expenditure in Liverpool. The average expenditure per day-trip visitor and the average expenditure per night for domestic overnight and international visitors to the Sydney tourism region were used together with visitor estimates for Liverpool to calculate visitor expenditure.

It has been estimated that visitors to Liverpool spent \$624 million in 2024.

Table 3.1 Key Assumptions, 2024

	Visitors / Visitor Nights	Expenditure per Visitor / Visitor Night (\$)	Visitor Expenditure (\$m)
Day-Trip	610,471	\$169	\$103.3
Domestic Overnight	599,539	\$385	\$230.8
International	2,223,305	\$131	\$290.2

Note: Year ending December.

Source: TRA (2025); Lucid Economics.

#### Tourism's Economic Contribution

The Australian Bureau of Statistics (ABS) does not consider tourism to be an industry, but rather a sector that contributes to multiple industries. The majority of visitor expenditure goes to the retail industry, accommodation and food services as well as transport, generally representing two-thirds of visitor expenditure. Often, local small businesses are the beneficiary of visitor expenditure.

Tourism Satellite Accounts help to convert visitor expenditure into Gross Regional Product and Employment, which can then be compared to other industries and the economy as a whole:

- **Gross Regional Product:** value of the total economic output minus the costs of goods and services used as inputs, plus net taxes. Gross regional product (GRP) is a preferred measure of the economy as it focuses on the net contribution to the local economy. This value is most closely associated with Gross State Product (GSP) at the state level and Gross Domestic Product (GDP) at a national level.
- **Employment:** employment positions generated, expressed on a full-time equivalent (FTE) basis.

### 3.2 Economic Contribution of Tourism

Tourism directly contributed \$292.1 million and 1,979 jobs to the Liverpool economy, representing approximately 1.8% of the economy and 1.9% of total jobs in Liverpool.

**Table 3.2 Economic Contribution of Tourism, Liverpool (2024)**

	Gross Regional Product (\$m)	Employment
Direct	\$292.1	1,979
Indirect	\$259.3	1,480
<b>Total</b>	<b>\$551.4</b>	<b>3,460</b>

Note: Year ending December.

Source: Lucid Economics.

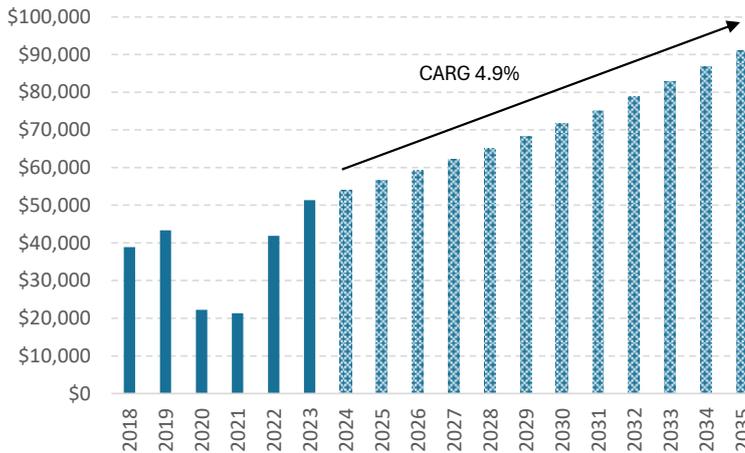
Since the initial baseline visitor figures report, which was published shortly after the DMP had been adopted, the visitor economy's direct contribution to the economy has grown by \$105 million, or 7.7% per year (in GRP terms) and over 500 jobs, or 5.3% per year.

In relative terms, the visitor economy's contribution to GRP has increased very slightly from 1.8% in 2018 to 1.9% in 2024, while its contribution to jobs has increased from 1.5% to 1.9% of total jobs.

## 4. Visitor Projections

Visitor projections for Liverpool have been developed to align with the most current aspirations expressed by the State Government in the Visitor Economy Strategy 2030 Review (State of NSW, 2024). This document identifies the ambition to achieve a stretch goal of growing visitor expenditure in the State from \$51.4 billion in 2023 to \$91 billion in 2035 (Figure 4.1), representing an average annual growth rate of 4.9% per year.

Figure 4.1. Visitor Expenditure, New South Wales (\$m)



Note: CARG – compounded annual rate of growth.  
Source: State of NSW (2024)

This rate of growth has been applied to current visitor economy in Liverpool to create a projection of visitors, visitor nights and visitor expenditure to 2035.

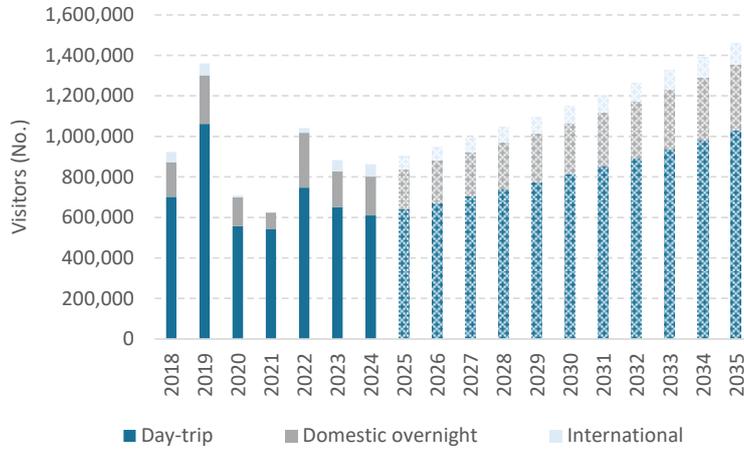
By 2035, visitors to Liverpool are expected to grow to 1.46 million from 862,500 in 2024, an increase of nearly 600,000. Visitor nights are expected to increase to 4.8 million from 2.8 million in 2024, an increase of nearly 2.0 million. Visitor expenditure is expected to add an additional \$430 million by 2035 to total over \$1 billion.

An additional \$430 million in visitor expenditure is expected to support a future 1,700 total new jobs<sup>2</sup> in Liverpool.

<sup>2</sup> Total future jobs include both direct and indirect jobs associated with the increase in visitor expenditure.

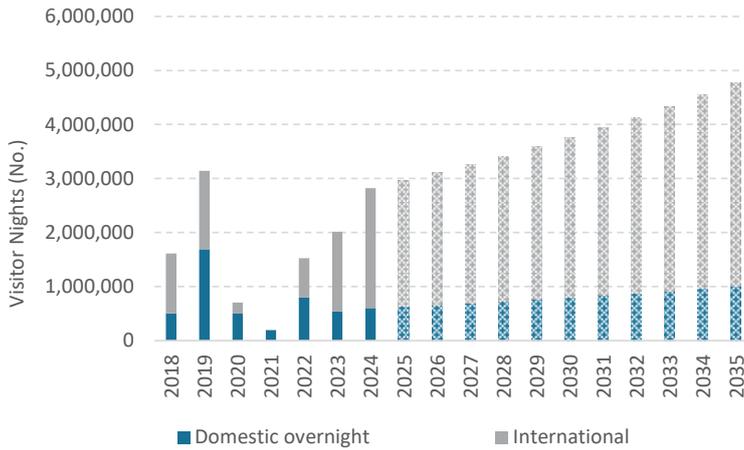
LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 4.2 Liverpool, Visitor Projections



Source: TRA (2025); State of NSW (2024); Lucid Economics.

Figure 4.3 Liverpool, Visitor Nights Projections

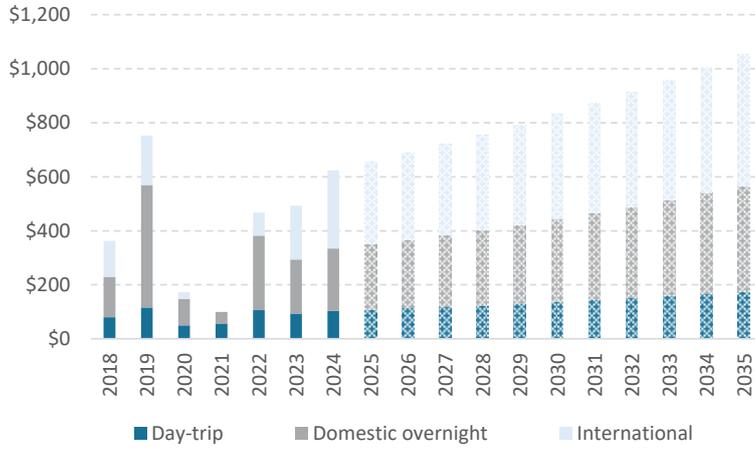


Source: TRA (2025); State of NSW (2024); Lucid Economics.



LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Figure 4.4 Liverpool, Visitor Expenditure Projections (\$m)



Source: TRA (2025); State of NSW (2024); Lucid Economics.

## References

---

State of NSW (2024). *Visitor Economy Strategy 2030 Review – Report Summary*. Published by the State of New South Wales.

Liverpool City Council (2025). *Major event information*. Liverpool City Council, unpublished.

TRA (2025). *International and National Visitor Surveys*. Tourism Research Australia, Canberra.

TRA (2025a). *Tourism Forecasts for Australia*. Available from: [Tourism forecasts | Tourism Research Australia](#). Accessed 2 April 2025.

TRA (2024). *Regional Tourism Satellite Account 2022-23*. Tourism Research Australia, Canberra.

## Appendix A: Methodology

The analysis and data contained in this report has been sourced directly from Tourism Research Australia's database for the National Visitor Survey (NVS) and International Visitor Survey (IVS).

### National Visitor Survey (NVS)

The National Visitor Survey commenced in 1998 to provide an official measure of travel by Australian residents.

Each year, interviews were conducted with 60,000 residents aged 15 years and over. The sample size has changed over the years for various reasons.

Respondents were interviewed through a Computer Assisted Telephone Interviewing (CATI) system with phone numbers selected using random digit dialling.

The survey ran continuously with interviews taking place on each weekday and on weekends (excluding national public holidays). Residents classified as 'in scope' for interviewing include those who:

- Are aged 15 years and over who have their usual address in Australia
- Have lived at their contact address for at least three months
- Live in a private dwelling.

Respondents interviewed in the NVS were randomly sampled to be representative of the Australian population.

The survey uses specific recall periods to collect information on recent travel experiences. This includes details on:

- Overseas trips returned from in the last three months
- Overnight trips returned from in the last four weeks
- Day trips returned from in the last seven days.

Overnight trips must include at least one night away from home and be a minimum of 40 kilometres from the respondent's usual place of residence.

Day trips must have a round trip distance of at least 50 kilometres from the respondent's usual place of residence and a minimum duration of four hours. Day trips taken as part of an overnight trip, or those that are routine (for example, from home to work/school, or an intrinsic part of a person's job), are not collected.

The survey contains over 70 questions related to:

- destination
- purpose
- transport
- travel package
- sources to obtain information about the trip
- activities
- spend

## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

- accommodation
- travel party
- demographics.

NVS definitions are based on those provided by the United Nations World Tourism Organisation (UNWTO).

Interviews were conducted with people who have travelled for purposes including holiday, visiting friends and relatives (VFR), business, education and employment. To be included, travellers must not have been away from home continuously for more than 364 days, or 365 days in a leap year.

## International Visitors Survey (IVS)

The National Survey and Data Science section in TRA manages survey design and management to develop and maintain high data quality and relevant outputs.

The IVS has been surveying international visitors in 4 languages since 2004. These are English, Japanese, Mandarin and Korean. Surveys are distributed among international airports by selecting monthly samples of departing flights and visitors, which ensures an adequate samples size is achieved in a range of categories.

We weigh the survey results to Department of Home Affairs' data on international visitor numbers. The variables used in weighting the data are:

- country of residence
- state of arrival
- main purpose of journey
- airport of departure
- age and sex of visitor.

The Australian Bureau of Statistics (ABS) publishes overseas (visitor) Arrivals and Departures (OAD) data (ABS catalogue no. 3401.0) each month.

The results in the IVS are based on a sample, rather than a census, of international visitors to Australia. The results are subject to sampling variability. The relative standard error of the survey and its associated confidence interval indicate the extent to which an estimate might vary by chance from the true number.

The COVID-19 pandemic was extremely disruptive for the survey and interviewing ceased on 1 April 2020 and only recommenced at some airports in November 2021 as some travel restrictions began to be lifted.

In 2023, interviews at major international airports resumed with an annual sample of 30,000 visitors.

## Liverpool Sample Size

Given the relatively small area that makes up Liverpool City Council, there is a somewhat limited sample size for the day trip and domestic overnight visitor cohorts. Low sample sizes can reduce the accuracy of any survey results. Industry standard seeks to create a confidence level of 95% at a confidence interval of +/- 5%.



## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

It should be noted that for some detailed visitor data sets, a longer-term average was required. Where data has been averaged, a note has been inserted to identify the time period required.

**Table A.4.1 Sample Size and Margin of Error**

	Sample	Visitors	Margin of Error (%)
2010	251	712,313	6.20%
2011	259	802,980	6.10%
2012	271	673,507	5.90%
2013	271	816,376	5.90%
2014	289	863,728	5.70%
2015	318	699,104	5.50%
2016	318	898,801	5.40%
2017	318	778,969	5.40%
2018	320	923,853	5.40%
2019	427	1,359,568	4.61%
2020	160	707,660	7.56%
2021	111	624,979	9.30%
2022	3,166	1,041,755	1.74%
2023	350	949,126	5.23%
2024	325	838,666	5.44%

Source: TRA (2025); Lucid Economics

## Appendix B: Detailed Visitor Data

Table B.1: Visitors, by Type, Liverpool

	Day-trip	Domestic Overnight	International	Total
2018	701,299	171,203	51,351	923,853
2019	1,062,643	239,505	57,420	1,359,568
2020	556,447	142,900	8,313	707,660
2021	541,515	83,054	410	624,979
2022	747,807	270,786	23,162	1,041,755
2023	650,848	177,173	54,804	882,824
2024	610,471	191,285	60,685	862,442

Source: TRA (2025).

Table B.2: Visitor Nights, by Type, Liverpool

	Domestic Overnight	International	Total
2018	502,397	1,110,946	1,613,343
2019	1,689,950	1,450,002	3,139,951
2020	497,109	206,753	703,861
2021	191,040	12,343	203,383
2022	795,329	730,372	1,525,702
2023	538,104	1,477,480	2,015,584
2024	599,539	2,223,305	2,822,843

Source: TRA (2025).

Table B.3: Total Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	253,272	388,727	121,919	156,903
2019	343,493	424,440	354,173	231,263
2020	141,661	298,353	225,111	42,778
2021	118,980	266,239	126,591	113,170
2022	192,741	530,731	203,989	114,347
2023	163,672	419,662	185,857	113,696
2024	178,347	364,331	244,693	74,511

Source: TRA (2025).

Table B.4: Day-Trip Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	228,379	263,179	69,050	140,691
2019	299,874	286,855	269,715	206,199
2020	128,269	210,220	178,646	39,312
2021	105,712	213,850	116,961	104,992
2022	167,601	357,291	132,489	90,427
2023	141,386	281,012	121,574	106,876
2024	157,675	219,226	182,015	51,555

Source: TRA (2025).

## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Table B.5: Domestic Overnight Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	11,073	93,932	50,129	14,283
2019	33,847	97,635	79,781	22,267
2020	11,903	82,316	45,782	2,899
2021	13,267	52,041	9,605	8,141
2022	24,464	154,584	68,687	23,052
2023	16,857	95,588	61,964	2,763
2024	12,577	101,013	59,881	17,814

Source: TRA (2025).

Table B.6: International Visitors, by Purpose of Visit, Liverpool

	Holiday	Visiting friends and relatives	Business	Other reason
2018	13,820	31,617	2,740	574
2019	9,772	39,951	4,678	880
2020	1,489	5,818	683	132
2021	0	348	26	36
2022	676	18,856	2,813	232
2023	5,429	43,061	2,318	2,070
2024	8,095	44,092	2,797	905

Source: TRA (2025).

Table B.7: Total Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	24%	46%	40%
Visiting friends and relatives	44%	36%	33%
Business	19%	11%	17%
Other reason	7%	5%	6%
Education	1%	1%	1%
Health	5%	2%	4%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: 16-year averages (2009-2024).

Source: TRA (2025).

Table B.8: Day-Trip Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	28%	48%	43%
Visiting friends and relatives	41%	34%	32%
Business	17%	11%	13%
Other reason	8%	5%	7%
Education	1%	0%	1%
Medical reasons	5%	2%	4%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: 16-year averages (2009-2024).

Source: TRA (2025).

## LIVERPOOL Baseline Visitor Figures 2025 – Final Report

Table B.9: Domestic Overnight Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	11%	38%	27%
Visiting friends and relatives	53%	43%	36%
Business	28%	13%	30%
Other reason	3%	3%	3%
Education	0%	1%	1%
Medical reasons	4%	2%	3%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: 14-year averages (2009-2024).

Source: TRA (2025).

Table B.10: International Visitors, by Purpose of Visit

	Liverpool	Western Sydney	Sydney
Holiday	17%	47%	52%
Visiting friends and relatives	70%	45%	27%
Business	7%	5%	11%
Other reason	3%	2%	5%
Education	2%	2%	5%
Medical reasons	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: 16-year averages (2009-2024).

Source: TRA (2025).



**Lucid Economics Pty Ltd**

[www.lucideconomics.com.au](http://www.lucideconomics.com.au)

[info@lucideconomics.com.au](mailto:info@lucideconomics.com.au)

# APPENDIX 2

**LIVERPOOL HOTELS AND SHORT-TERM LETTING  
STUDY 2025  
LUCID ECONOMICS**



# Liverpool Hotels and Short-Term Letting Study 2025

*Prepared for*

**Liverpool City Council**

June 2025



# Lucid

*/'lu:sid/*

*adjective*

**1. expressed clearly; easy to understand**

**2. bright or luminous**



## Document Control

Job Name: LIVERPOOL Hotels and Short-Term Letting Study

Client: Liverpool City Council

Client Contact: Jessica Walters

### Version Control

Version	Date	Authorisation
Draft v1	23/4/25	MC
Draft v2	17/5/25	MC
Final	4/6/25	MC

### Disclaimer:

While every effort has been made to ensure the accuracy of this document, Lucid Economics Pty Ltd is unable to make any warranties in relation to the information contained herein. Lucid Economics Pty Ltd, its employees and agents accept no liability for any loss or damage that may be suffered as a result of reliance on this information, whether or not there has been any error, omission or negligence on the part of Lucid Economics Pty Ltd, its employees or agents. Any forecasts or projections used in the analysis and relied upon for any findings can be affected by a number of unforeseen or unknown variables, and as such no warranty is given that a particular set of results will in fact be achieved or realised.

## Acknowledgement of Country

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

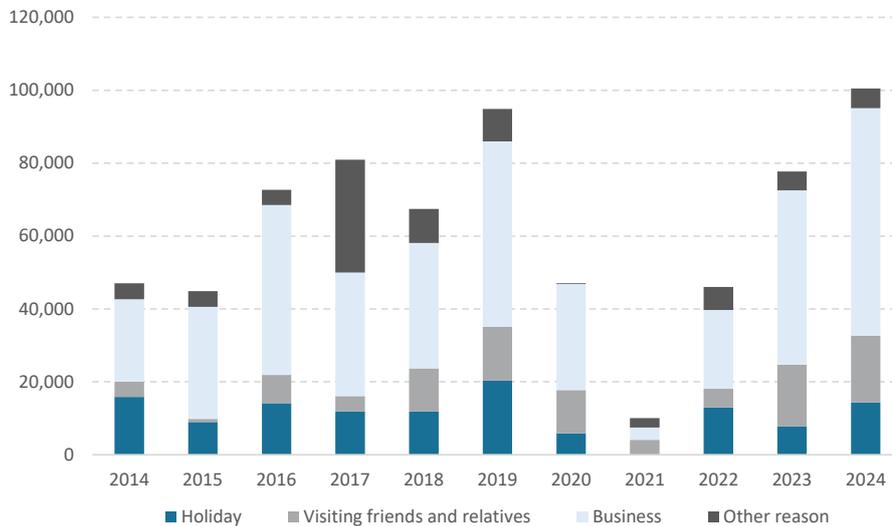
## Executive Summary

Liverpool City Council engaged Lucid Economics Pty Ltd to assess hotels and short-term rentals in the local area.

Post-COVID Liverpool's accommodation market has shown significant resilience and growth. The market primarily caters to the business segment, driven by the robust industrial sector in Liverpool and the construction of the new Western Sydney International (WSI) Airport. This industrial growth has created a steady demand for business accommodation, which has been a key factor in the market's buoyancy.

In addition to the business market, the Visiting Friends and Relatives (VFR) segment plays a crucial role in Liverpool's accommodation landscape. Other niche segments, such as education-related and medical-related travel, also contribute to the diversity of the market. These niche segments have seen steady growth, bolstered by Liverpool's strategic location and infrastructure.

Figure E.1 Total Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Liverpool's market comprises 1,083 short-term accommodation rooms (e.g. traditional hotel and motel style). The Meriton Suites opened in September 2023, adding 163 new rooms to the market.

Short-Term Rental Accommodation (STRA) also forms part of Liverpool's accommodation offerings, though its penetration has been less significant compared to other primary leisure destinations. There are 275 STRA properties across the Local Government Area (LGA), with the majority (141 properties, or 51%) located in and around the Liverpool City Centre, particularly near the Hospital and in the Central Business District (CBD).



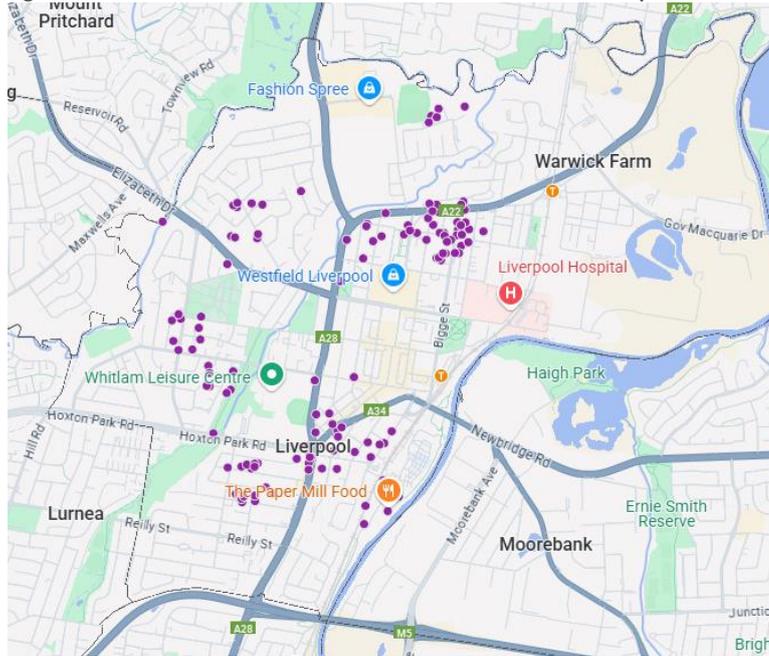
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Table E.1. Short Term Accommodation Audit, Liverpool

Name	Type	Rooms	Quality
Quest Liverpool	Hotel	88	4.5
Ibis Budget Casula Liverpool	Motel	74	3
Mercure Sydney Liverpool	Hotel	104	4
Meriton Suites Liverpool	Serviced Apartments	163	5
The William Inglis Hotel	Hotel	144	5
Hunts Hotel Liverpool	Hotel	140	4
Holiday Inn Warwick Farm By IHG	Hotel	146	4
Best Western Casula Motor Inn	Hotel	30	4
Crossroads Hotel	Hotel	15	3
Jolly Knight Motel	Motel	9	3
El Toro Motor Inn	Motel	51	3
Wallacia Hotel	Hotel	30	4
Astra Apartments	Serviced Apartments	4	4
Fontainebleau Motor Inn	Motel	30	3
<b>Total / Average</b>		<b>1,028</b>	<b>3.7</b>

Source: TripAdvisor (2025), Booking.com (2025); corporate websites.

Figure E.2. Short Term Rental Accommodation Establishments – Liverpool - Warwick Farm



Source: AirDNA (2025).

The hotel market in Liverpool has been performing strongly, with an annual occupancy rate of 78.4% and an average daily rate (ADR) of \$194 in 2024. Despite the addition of the Meriton Suites, the market showed stronger performance in 2024, suggesting there was an underlying demand that had not been previously met.



## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Table E.2. Short Term Accommodation Market Indicators, Liverpool

	Occupancy (%)	ADR (\$)	RevPAR (\$)	Demand (RNS)
2017	76.2%	\$132	\$100	139,472
2018	65.9%	\$139	\$92	171,607
2019	66.6%	\$141	\$94	176,352
2020	33.6%	\$133	\$45	87,864
2021	39.2%	\$147	\$58	104,001
2022	62.9%	\$169	\$106	166,763
2023	72.9%	\$176	\$128	207,722
2024	78.4%	\$194	\$152	254,232
<b>Annual Growth (2023-24)</b>	<b>5.5%</b>	<b>10.4%</b>	<b>18.7%</b>	<b>22.4%</b>
<b>Avg Annual Growth (2017-2024)</b>	<b>0.3%</b>	<b>5.9%</b>	<b>13.4%</b>	<b>14.5%</b>

Note: RNS – Room Nights Sold. Calendar year.

Source: STR Global (2025).

On the other hand, the STRA market caters to a different market segment compared to traditional hotels, and it has experienced a decline in trading levels over the past two years. By the end of March 2025, the STRA market had an annual occupancy rate of 56% and an ADR of \$200.

Table E.3. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm

Year ending March	Occupancy Rate (%)	ADR (\$)	RevPAR (\$)
2023	71%	\$200	\$143
2024	63%	\$198	\$124
2025	56%	\$200	\$112
<b>% change (2024-2025)</b>		<b>0.7%</b>	<b>-9.9%</b>

Note: ADR – average daily rate. RevPAR – revenue per available room.

Source: AirDNA (2025).

Looking ahead, the accommodation market is expected to grow further, supported by key drivers such as population growth, industrial expansion and the opening of the new WSI Airport in 2026. These factors are anticipated to sustain and potentially enhance the demand for both short-term accommodation in Liverpool. The development of new infrastructure, including improved transportation links and enhanced amenities, will likely attract more visitors and investors to the area. Moreover, the City's strategic location and robust economic activities are poised to bolster its appeal as a prime destination for a range of travellers.

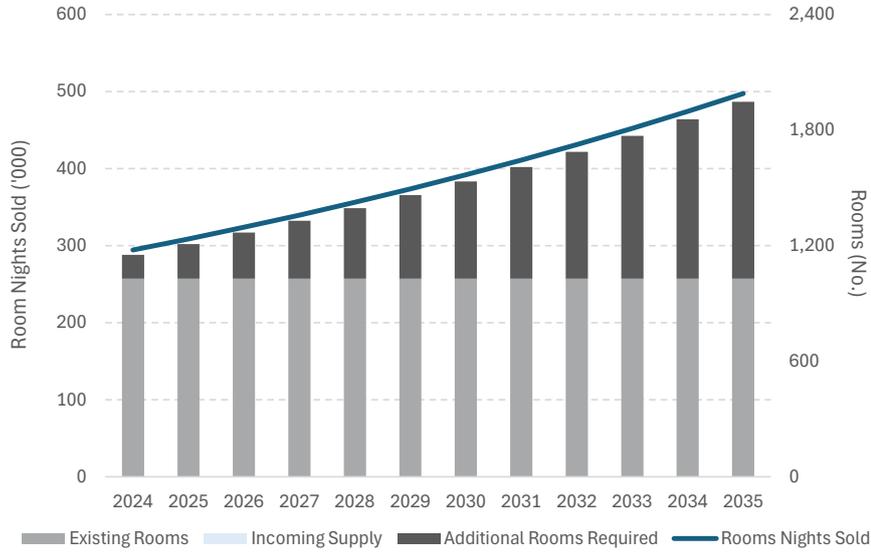
Based on the research and analysis conducted for this project, there will likely be potential for a range of future short-term accommodation developments in Liverpool, including:

- High standard, business focused (likely branded) hotel located in the CBD
- Additional serviced apartment offering, located in the CBD, which could cater for the VFR market
- Airport hotels, located at the new Western Sydney International Airport
- Resort style, holiday park (e.g. BIG4 style caravan park) located outside of the City Centre, potentially in one of the new Airport business precincts
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States, potentially located in one of the new Airport business precincts
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Based on future demand aligned to current State Government aspirations, **Liverpool will require an additional 789 hotel rooms by 2035**. The WSI Airport could alone attract between 200 and 500 hotel rooms by 2031, based on current passenger forecasts.

Figure E.3. Future Hotel Supply and Demand Balance, Liverpool



Note: 75% occupancy benchmark used to identify supply/demand balance in the market.  
Source: Lucid Economics.



## Table of Contents

---

<b>Executive Summary .....</b>	<b>iii</b>
<b>Table of Contents.....</b>	<b>vii</b>
<b>1. Introduction.....</b>	<b>1</b>
<b>2. Visitation to Liverpool.....</b>	<b>2</b>
2.1 Visitation by Type .....	2
2.2 Visitation by Purpose of Visit.....	3
2.3 Visitation by Life Cycle Group.....	6
2.4 Visitation by Source Market .....	8
<b>3. Accommodation Supply .....</b>	<b>10</b>
3.1 Short-Term Accommodation .....	10
3.2 Short-Term Rental Accommodation (STRA) .....	13
3.3 Future Supply.....	16
<b>4. Demand and Market Drivers .....</b>	<b>17</b>
4.1 Attractions and Demand Drivers .....	17
4.2 Market Drivers.....	18
<b>5. Hotel Investment Dynamics .....</b>	<b>20</b>
5.1 Hotel Investment Process.....	20
5.2 Barriers to Development .....	21
5.3 Current Hotel Trends .....	23
<b>6. Future Demand .....</b>	<b>25</b>
6.1 Gaps and Future Opportunities.....	25
6.2 Future Projections .....	25
<b>References.....</b>	<b>29</b>

## 1. Introduction

Lucid Economics Pty Ltd (Lucid Economics) has been engaged by Liverpool City Council to provide an assessment of hotels and short-term letting in the local government area.

The City of Liverpool (Liverpool) is a growing city in Western Sydney with a population of 255,000 people and the City will continue to play a key role as service centre for the broader community.

While Liverpool is not a typical leisure tourism destination, the City receives a large number of visitors and the visitor economy currently makes an important contribution to the City. Council is in the process of updating its Destination Management Plan (DMP) and this analysis will inform this process.

Growing Liverpool's visitor economy is part of Council's broader vision to stimulate the local economy through the injection of new spending, creation of employment opportunities and increased demand for local goods and services. According to the current DMP, a strong visitor economy will showcase and celebrate the city's assets – its people and lifestyle, rich cultural diversity, heritage, natural assets and events.

This assessment considers the existing market and trends for hotels and short-term letting as well as identifies future demand, gaps and opportunities.

This assessment uses the following definitions:

- **Day-trip Visitor:** Day visitors are those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours and do not spend a night away from home. Same day travel as part of overnight travel is excluded, as is routine travel such as commuting between work/school and home.
- **Overnight Visitor:** Overnight travel involves a stay away from home of at least one night, at a place at least 40 kilometres from home. Overnight visitors are separated into domestic and international.
- **International Visitor:** International visitors are short-term international travellers aged 15 years and over who have been visiting Australia (for a period of less than 1 year).
- **Occupancy Rate:** The percentage of available rooms that are occupied during a specific period.
- **Average Daily Rate (ADR):** The average rental income per paid occupied room in a given time period.
- **Revenue per Room Night Available (RevPAR):** A performance metric in the hotel industry, calculated by multiplying the occupancy rate by the average daily rate. It can also be calculated by dividing the total room revenue by the number of available rooms in a given period. RevPAR provides insight into how well a hotel is filling its rooms and how much revenue it is generating from those rooms.
- **Short-term Accommodation:** short-term accommodation refers to traditional hotel/motel style accommodation properties, which would also include serviced apartments. These types of properties generally have multiple rooms and other amenities, distinguishing them from short-term rental accommodation.
- **Short-term Rental Accommodation (STRA):** short-term rental accommodation (STRA) as defined by the NSW Government as a dwelling used by the host to provide accommodation in the dwelling on a commercial basis for a temporary or short-term period. This type of accommodation will be used to represent the short-term letting market.

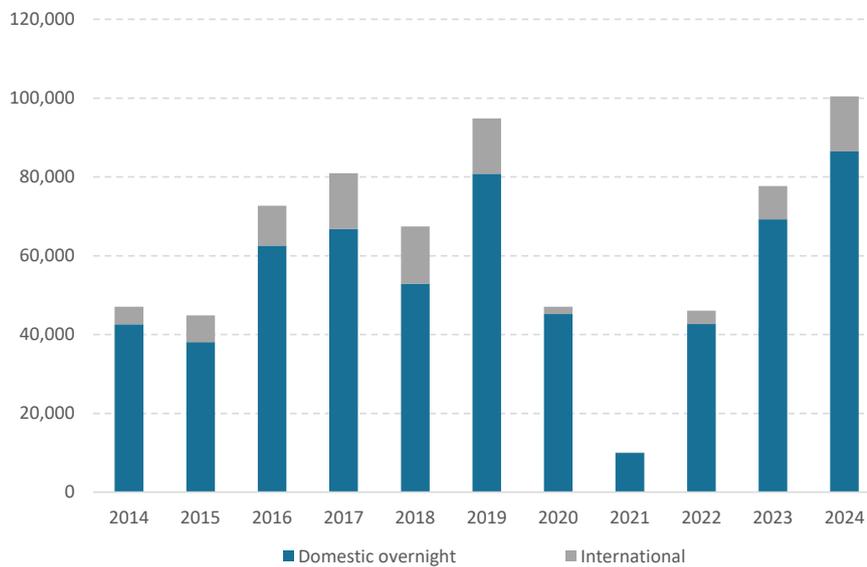
## 2. Visitation to Liverpool<sup>1</sup>

This section examines visitor trends for visitors staying in commercial accommodation, which includes both traditional hotels as well as short-term letting. A more detailed examination of visitation to Liverpool is provided in the *Liverpool Baseline Visitor Figures 2025* report.

### 2.1 Visitation by Type

- Visitors to Liverpool staying in commercial accommodation had trended higher prior to the COVID-19 pandemic. State and national border closures severely impacted visitor numbers from 2020-2022, however visitation has fully recovered in recent years.
- Domestic overnight visitors dominate the commercial accommodation market in the region.

Figure 2.1 Visitors Staying in Commercial Accommodation by Type, Liverpool



Source: TRA (2025).

<sup>1</sup> Due to a relatively small sample size, data has a margin of error between 12% and 23%. Information should be considered indicative.

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 2.2 Visitor Nights Staying in Commercial Accommodation by Type, Liverpool



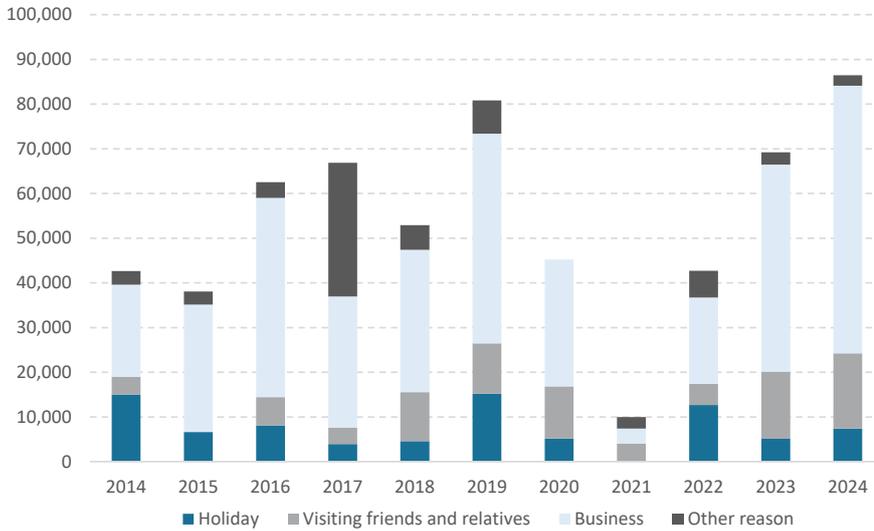
Source: TRA (2025).

## 2.2 Visitation by Purpose of Visit

- Visitation to Liverpool staying in commercial accommodation is primarily for the purpose of ‘business’ for all visitor types and has risen significantly in recent years for domestic overnight visitors.
- The growth and dominance of the business segment is due to the industrial strength of the local economy, including the development of the Western Sydney International Airport.
- The average length of stay in Liverpool is eight nights, however, this figure is heavily impacted by the long length of stay of education visitors (90 nights). Generally, the average length of stay for holiday, VFR and business visitors is between 3 and 4 nights. Domestic leisure and VFR visitors typically stay between 1 and 2 nights, while their international counterparts stay much longer (but are much fewer in number).
- Education visitors have become a significant contributor to visitor nights in commercial accommodation.

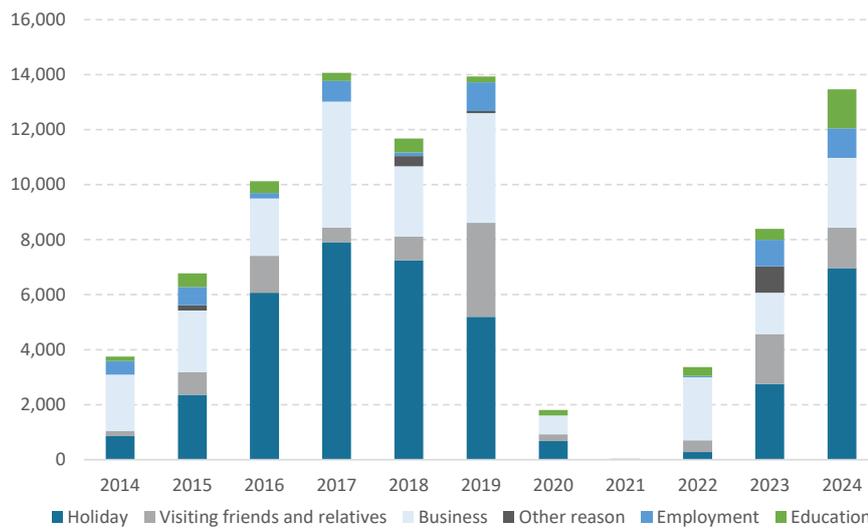
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 2.3 Domestic Overnight Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.4 International Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool

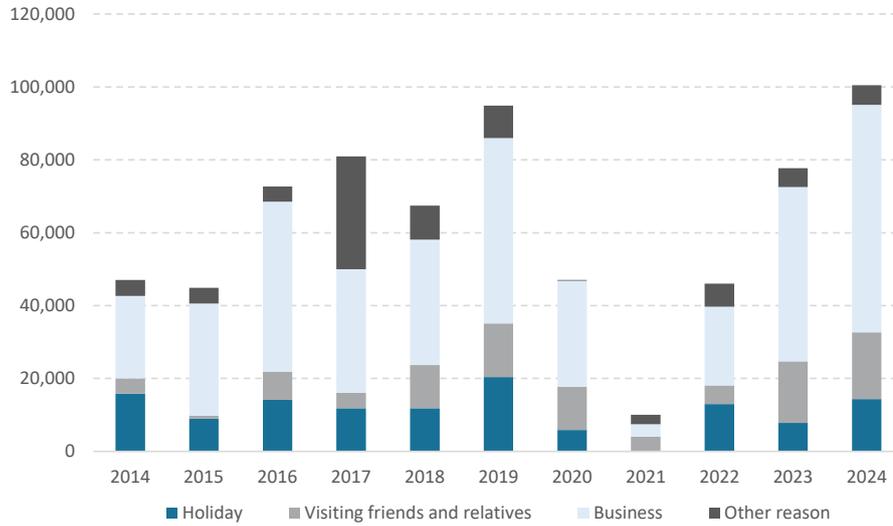


Source: TRA (2025).



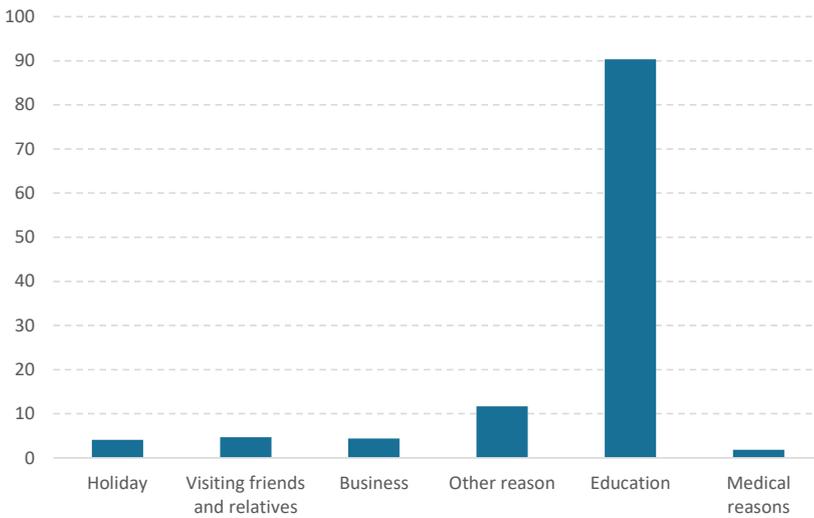
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 2.5 Total Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Source: TRA (2025).

Figure 2.6 Average Length of Stay of Visitors Staying in Commercial Accommodation by Purpose of Visit, Liverpool



Note: 11-year average (2014-2024).

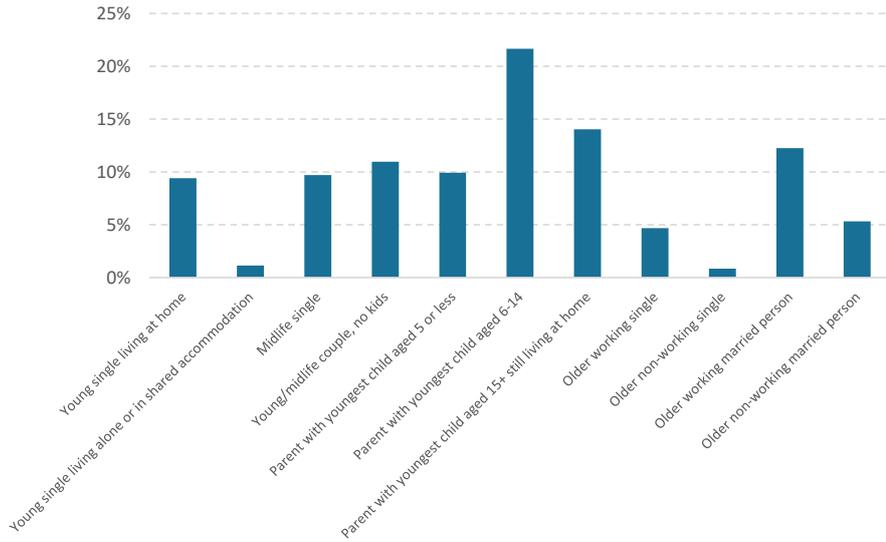
Source: TRA (2025).

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

### 2.3 Visitation by Life Cycle Group

- Visitation in commercial accommodation is mixed across various lifecycle groups, with the greatest proportions are from the ‘parent with youngest child aged 6-14’, ‘parent with youngest child aged 15+ and still living at home’ and ‘older working married person’.
- These segments would be most closely associated with business travellers.

Figure 2.7 Proportion of Domestic Overnight Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool

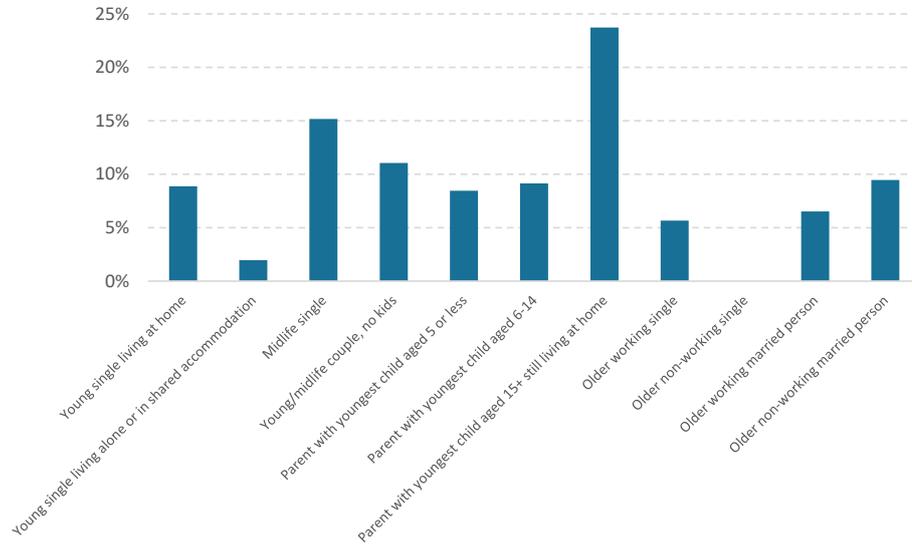


Note: 9-year average (2016-2024). Lifecycle data not available 2013-2015.  
Source: TRA (2025).



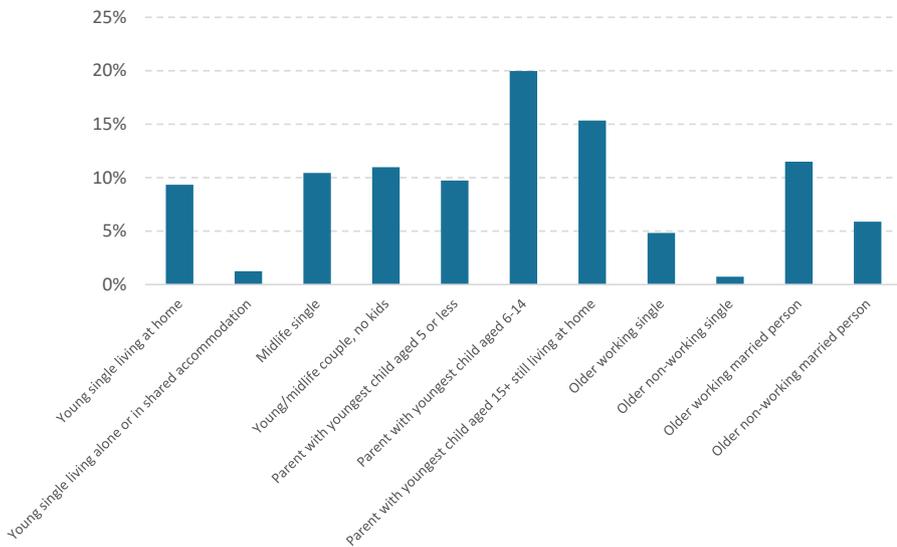
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

**Figure 2.8 Proportion of International Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool**



Note: 10-year average (2015-2024).  
Source: TRA (2025).

**Figure 2.9 Proportion of Total Visitors Staying in Commercial Accommodation by Lifecycle Group, Liverpool**



Note: 9-year average (2016-2024).  
Source: TRA (2025).

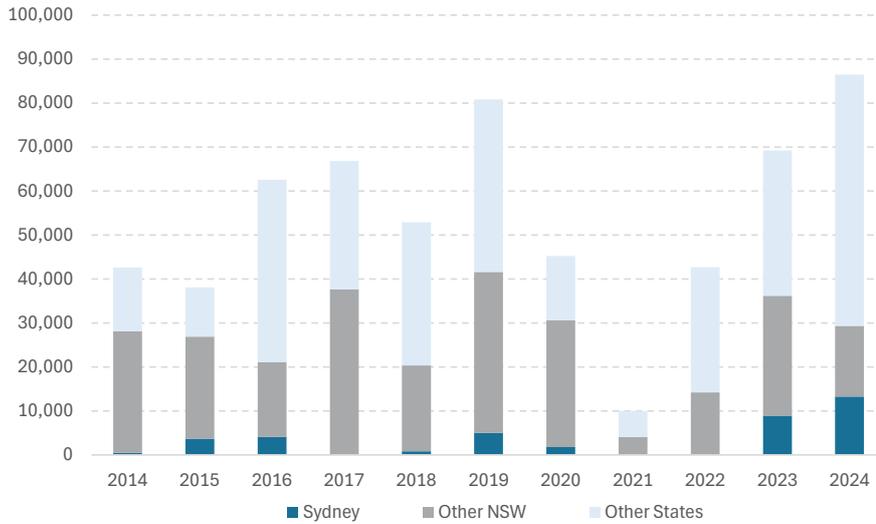


LIVERPOOL Hotels and Short-Term Letting Study – Final Report

### 2.4 Visitation by Source Market

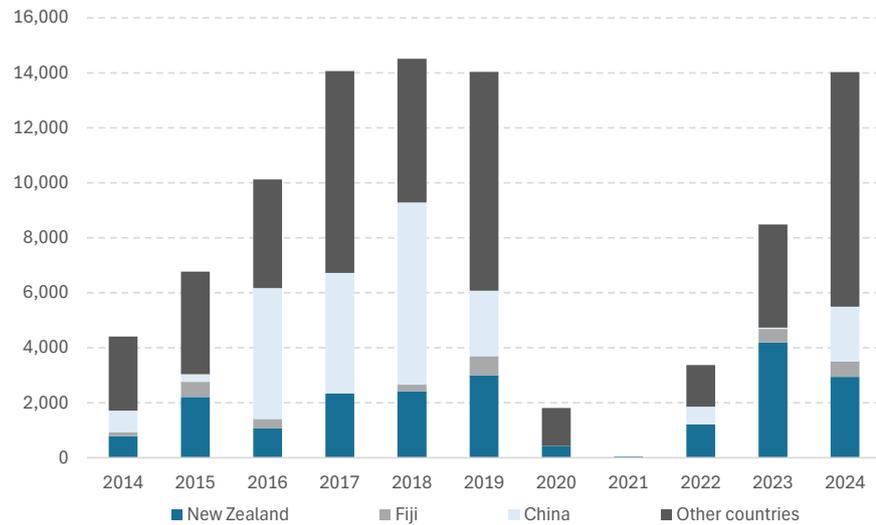
- Data shows that domestic overnight visitors to Liverpool staying in commercial accommodation are predominantly from ‘Other States’, demonstrating the strong pull of the area for business travellers from around the country.
- Liverpool’s key international visitor markets include New Zealand and China. However, visitor numbers from China have been significantly lower in recent years than prior to the pandemic and the Indian market increasing significantly over the last two years.

Figure 2.10 Domestic Overnight Visitors Staying in Commercial Accommodation by Source Market, Liverpool



Source: TRA (2025).

Figure 2.11 International Visitors Staying in Commercial Accommodation by Source Market, Liverpool

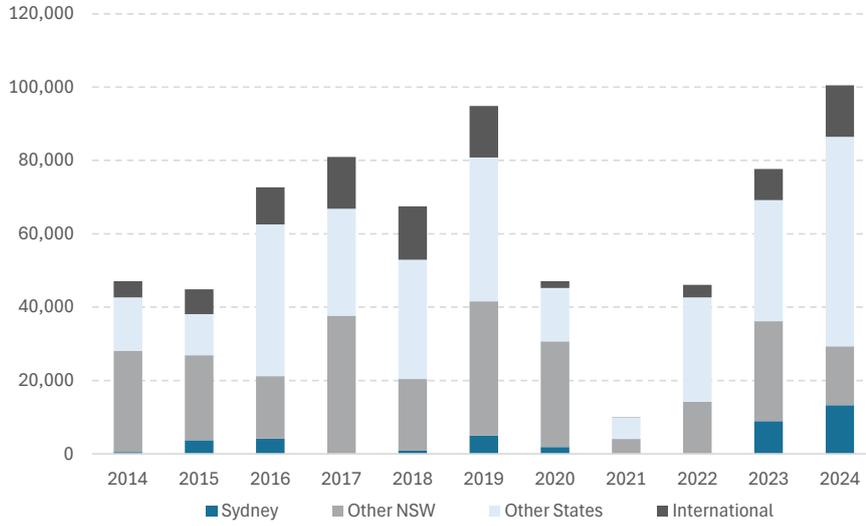


Source: TRA (2025).



LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 2.12 Total Visitors Staying in Commercial Accommodation by Source Market, Liverpool



Source: TRA (2025).

### 3. Accommodation Supply

#### 3.1 Short-Term Accommodation

- Liverpool has a mix of commercial accommodation options, including high-end and budget offerings, as well as a number of recognised, national brands (Table 3.1).
- The Meriton Suites represents the newest property in Liverpool, opening in September 2023, adding a high standard offering in the CBD.
- The Liverpool hotel market is performing well, demonstrating significant growth in 2024 (Table 3.2 and Figure 3.1).
  - Typically, an annual occupancy rate in excess of 75% in a capital city region would indicate a shortage of hotel rooms and would indicate that at certain times during the year, the market is likely full and unable to welcome any additional visitors.
  - The market experienced significant growth in demand, demonstrating the local market's ability to absorb the significant increase in supply generated by the new Meriton Suites.
    - The growth is so significant that it is possible that the new property indicates there is significant latent or potential demand (e.g. if there were more similar properties, more people would spend the night in Liverpool).
  - The growth of ADR (and RevPAR) in the face of such a supply increase is significant, however, research from other markets may also indicate that rapidly rising operating costs could be a significant driver of these increases.
- Pre-COVID saw the market in a relatively stagnant position, however, post-COVID the market has accelerated considerably (Figure 3.1).
- While the market does appear to have some seasonality (e.g. peaks in February/March and October/November), trade is relatively stable throughout the year (Figure 3.2).
- Pre-COVID, the Liverpool hotel market traded at a discount to the broader Sydney region in terms of occupancy rate and ADR, however, post-COVID while ADR remains below the region, the occupancy rate has accelerated to be on par with the region (Figure 3.3).

Table 3.1. Short Term Accommodation Audit, Liverpool

Name	Type	Rooms	Quality
Quest Liverpool	Hotel	88	4.5
Ibis Budget Casula Liverpool	Motel	74	3
Mercure Sydney Liverpool	Hotel	104	4
Meriton Suites Liverpool	Serviced Apartments	163	5
The William Inglis Hotel	Hotel	144	5
Hunts Hotel Liverpool	Hotel	140	4
Holiday Inn Warwick Farm By IHG	Hotel	146	4
Best Western Casula Motor Inn	Hotel	30	4
Crossroads Hotel	Hotel	15	3
Jolly Knight Motel	Motel	9	3
El Toro Motor Inn	Motel	51	3
Wallacia Hotel	Hotel	30	4
Astra Apartments	Serviced Apartments	4	4
Fontainebleau Motor Inn	Motel	30	3
<b>Total / Average</b>		<b>1,028</b>	<b>3.7</b>

Source: TripAdvisor (2025), Booking.com (2025); corporate websites.

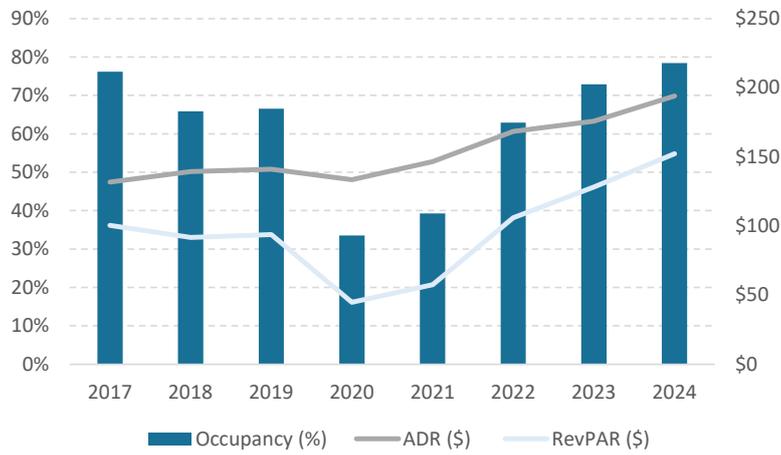
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Table 3.2. Short Term Accommodation Market Indicators, Liverpool

	Occupancy (%)	ADR (\$)	RevPAR (\$)	Demand (RNS)
2017	76.2%	\$132	\$100	139,472
2018	65.9%	\$139	\$92	171,607
2019	66.6%	\$141	\$94	176,352
2020	33.6%	\$133	\$45	87,864
2021	39.2%	\$147	\$58	104,001
2022	62.9%	\$169	\$106	166,763
2023	72.9%	\$176	\$128	207,722
2024	78.4%	\$194	\$152	254,232
Annual Growth (2023-24)	5.5%	10.4%	18.7%	22.4%
Avg Annual Growth (2017-2024)	0.3%	5.9%	13.4%	14.5%

Note: RNS – Room Nights Sold. Calendar year.  
Source: STR Global (2025).

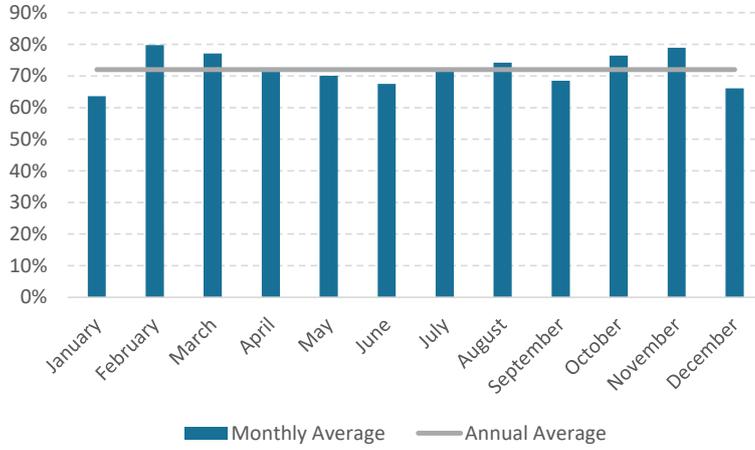
Figure 3.1. Short Term Accommodation Market Indicators, Liverpool



Source: STR Global (2025).

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 3.2. Annual and Monthly Occupancy Rates, Liverpool (2017-2024)



Note: Excludes COVID-19 impacted years 2020-22.  
Source: STR Global (2025).

Figure 3.3. Annual Occupancy and ADR Comparison, Liverpool vs Sydney Region



Note: Sydney Tourism Region. Fiscal Year Ending June.  
Source: STR Global (2025); AAM (2025).

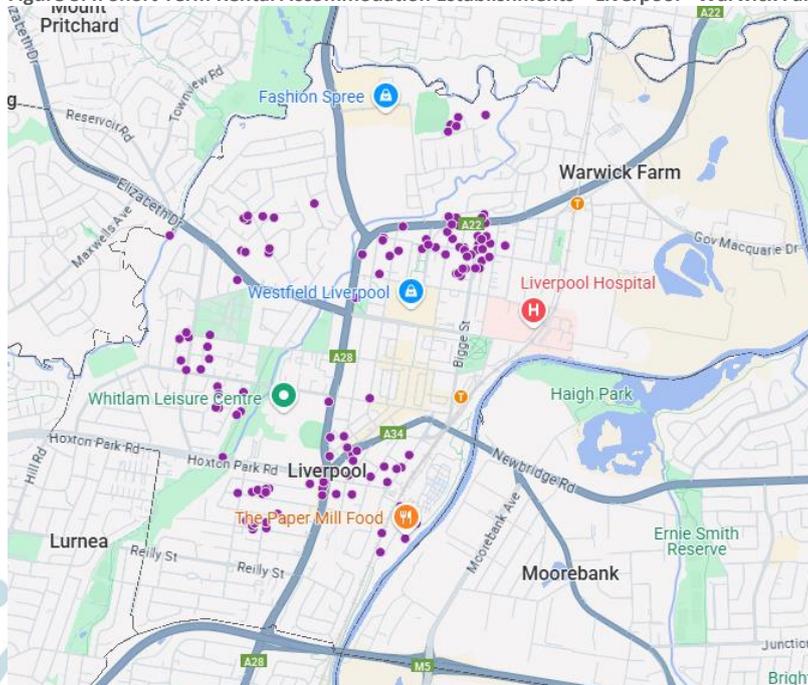


## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

### 3.2 Short-Term Rental Accommodation (STRA)

- As of April 2025, Liverpool had a total of 275 STRA properties across the LGA with the majority of them (141, or 51%) in and around the Liverpool CBD.
  - This level of STRA penetration is similar to other Sydney suburbs, based on their size and distance from the Sydney CBD.
  - This level of STRA listings is relatively small compared to other tourism destinations in NSW, such as Byron (3,200), Southern Highlands (1,200) and Eurobodella (1,700)
- The Liverpool – Warwick Farm area has the highest concentration of STRA listings in the LGA and they are predominantly located in the CBD or near the Hospital (Figure 3.4).
- Post-COVID there was strong growth in active listings and listing nights booked (e.g. demand), however, since the beginning of 2024 the market appears to have stabilised (Figure 3.7).
- Almost half of all listings are 2-bedroom and combined with 1-bedroom listings, they make up over 75% of the current offering (Figure 3.6).
- Only 15% of properties are available for the majority of the year. The majority are offered over differing durations (Figure 3.7).
- The STRA market has not experienced the same levels of trading as the hotel market:
  - The STRA market softened over the last year
  - Over the last two years, the market has been in slight decline
- These market indicators demonstrate that the STRA market in Liverpool is not serving the same market as traditional hotels/motels
  - It is likely that the business traveller is preferencing traditional hotel/motel accommodation, whereas VFR or leisure visitors (or other bespoke users, such as travelling medical specialists working short-term at the hospital) may prefer to stay in a STRA.

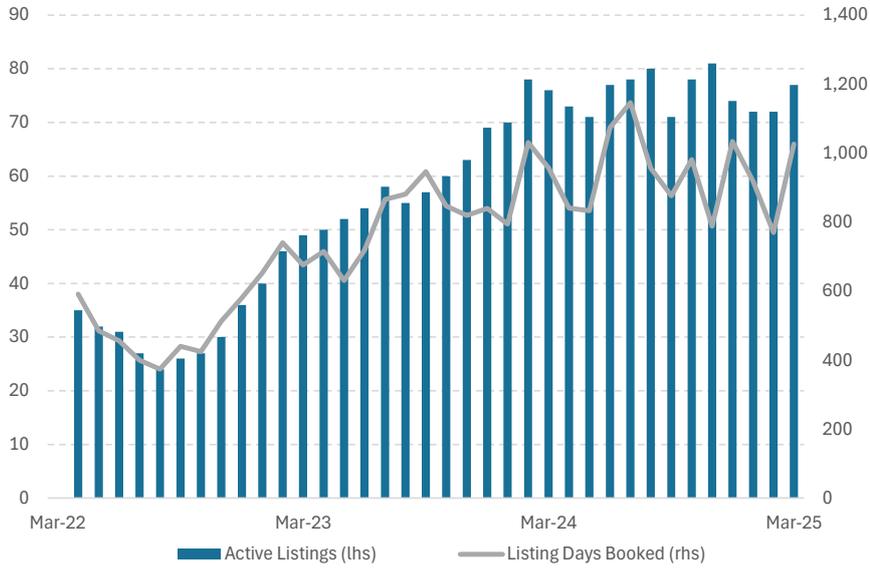
Figure 3.4. Short Term Rental Accommodation Establishments – Liverpool - Warwick Farm



Source: AirDNA (2025).

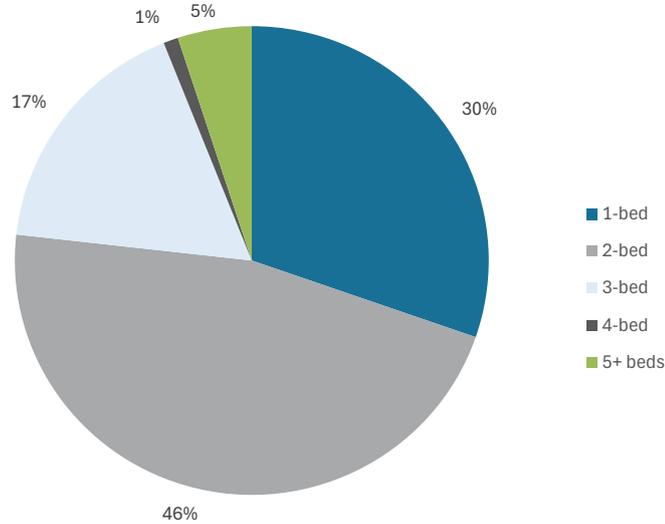
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 3.5. Short Term Rental Accommodation Active Listings and Days Booked – Liverpool - Warwick Farm



Note: Active listings may differ from STRA listings in that active listings are ‘live’ on the platforms and STRA listings represent those that are live as well as those that may not be currently available.  
Source: AirDNA (2025).

Figure 3.6. Short Term Rental Accommodation Listings by Number of Bedrooms – Liverpool - Warwick Farm

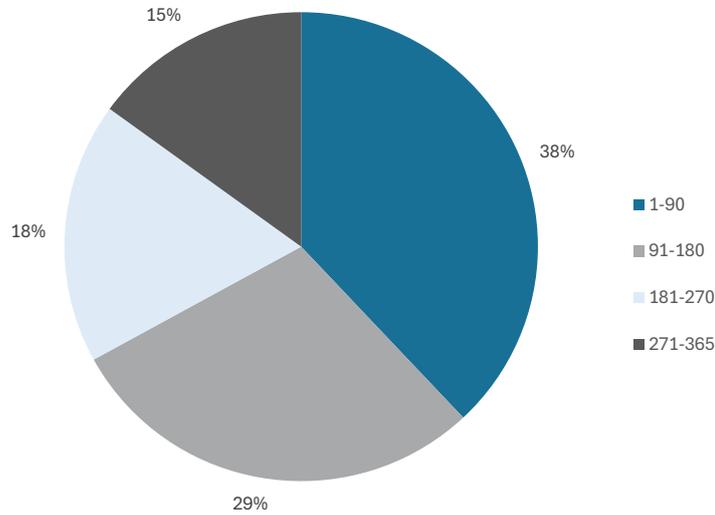


Source: AirDNA (2025).



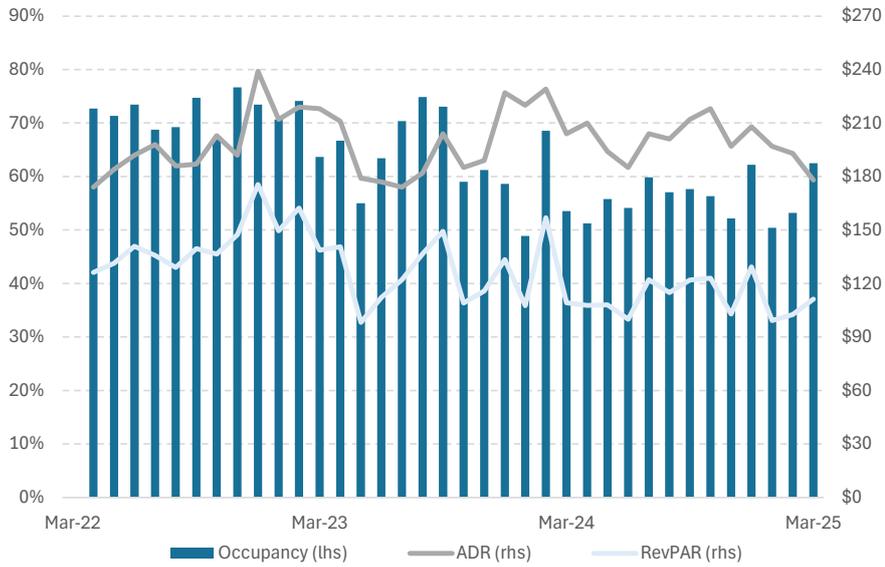
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 3.7. Short Term Rental Accommodation Listings by Nights Available per Year – Liverpool - Warwick Farm



Source: AirDNA (2025).

Figure 3.8. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm



Note: ADR – average daily rate. RevPAR – revenue per available room.  
Source: AirDNA (2025).



## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Table 3.3. Short Term Rental Accommodation Market Indicators – Liverpool - Warwick Farm

Year ending March	Occupancy Rate (%)	ADR (\$)	RevPAR (\$)
2023	71%	\$200	\$143
2024	63%	\$198	\$124
2025	56%	\$200	\$112
% change (2024-2025)		0.7%	-9.9%

Note: ADR – average daily rate. RevPAR – revenue per available room.  
Source: AirDNA (2025).

### 3.3 Future Supply

The following projects could provide further accommodation supply into the market in the future.

- **The Liverpool by FYVE:**
  - Location: 26 Elizabeth Street, Liverpool CBD
  - Description: This project is Liverpool’s tallest DA-approved development at 34 storeys. It will feature 193 residential apartments, a 113-room hotel, 7,160sqm of commercial space and a range of ground-floor retail tenancies.
- **Punthill Liverpool:**
  - Location: Part of The Liverpool by FYVE project
  - Description: this 93-key apartment hotel will include modern studio, one-bedroom, and two-bedroom apartments, each with a fully-equipped kitchen, balcony, desk, and high-quality internet.
- **Crossroads Hotel Modernisation:**
  - Location: 2260 Camden Valley Way, Casula
  - Description: \$34 million redevelopment includes a new 200-person proposed function centre, 39-room accommodation offering, a high-energy sports bar, a newly designed bistro and a stylish cocktail lounge.

## 4. Demand and Market Drivers

### 4.1 Attractions and Demand Drivers

There are a range of attractions that drive tourism visitation in Liverpool. These include:

- **Warwick Farm Racecourse:** This racecourse offers a racing experience with a country feel, located along the banks of the Georges River.
- **Casula Powerhouse Arts Centre:** A cultural facility and multi-disciplinary arts centre.
- **Casula Parklands:** A versatile park with play areas for different age groups, catering to infants, children, and adults.
- **Ed.square Town Centre:** A hub in South West Sydney featuring shopping, entertainment, Event Cinemas, Eat Street, and fresh food markets.
- **Westfield Liverpool:** A retail destination offering a variety of fashion, beauty, food, and lifestyle stores.
- **Liverpool Regional Museum:** Established in 1989, this museum preserves and promotes Liverpool's cultural heritage through collections, exhibitions, and public programs.
- **Australian Army Museum of Military Engineering:** A museum dedicated to the history and achievements of military engineering in Australia.
- **Lions Lookout:** A scenic lookout offering views over Liverpool and the surrounding area.
- **Fashion Spree Liverpool:** A factory outlet providing a range of fashion brands at discounted prices.
- **Lighthorse Park:** A riverside park suitable for relaxing strolls.
- **Luddenham Raceway:** A motorsport complex featuring a car and bike circuit and an outdoor go-kart centre.

Liverpool also hosts an active major events calendar featuring a variety of community and cultural events throughout the year that attract almost 200,000 visitors:

- **Motherland African Festival:** Held from April 11-13 at Macquarie Mall, celebrating African culture with music, dance, and food.
- **Most Blessed Nights:** Taking place from April 17-20 at Macquarie Mall, featuring vibrant cultural experiences.
- **NAIDOC Celebrations:** Celebrating the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.
- **EuroFest:** A festival celebrating European culture.
- **BlakFire Festival:** Showcasing Indigenous culture and arts.
- **Starry Sari Nights:** Celebrating South Asian culture.
- **Arabian Nights:** Celebrating Middle Eastern culture with music, dance, and food.
- **Anzac Day:** Commemorated on April 25, George Street transforms into a vibrant bazaar.
- **Winter Blast:** A winter-themed event with various activities and entertainment.
- **Christmas in the Mall:** Festive celebrations in the lead-up to Christmas.
- **Christmas Lights Trail:** A festive trail featuring beautifully decorated homes and streets.
- **Southwest Sessions:** A series of music events.
- **Street Food Market:** Offering a variety of street food from different cultures.
- **Bigge BBQ 2025:** A community BBQ event.
- **Lanterns and Lights:** A three-day festival in February that features food, dancing, cultural performances and food celebrating a variety of Asian cultures.
- **Liverpool Garden Competition:** Encouraging local residents to showcase their gardening skills.

## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

## 4.2 Market Drivers

The Liverpool market has two key market drivers for the future:

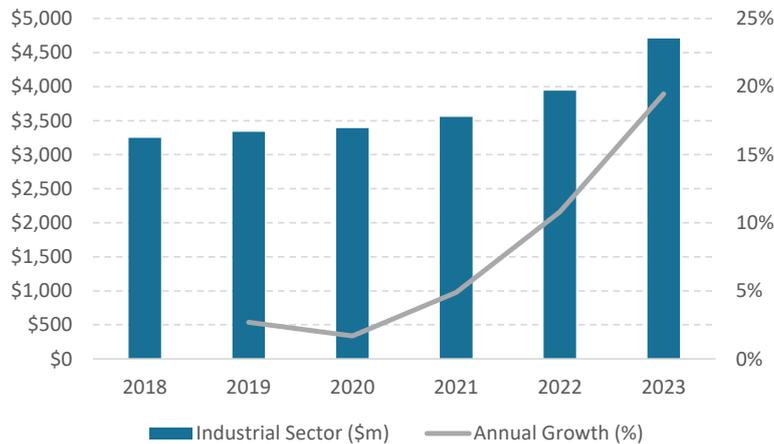
- Growth in the industrial sector, a key driver for the business market
- Population growth, a key driver for the VFR market

### Industrial Sector

Liverpool is an industrial centre for Sydney and New South Wales. The industrial sector locally has grown significantly over the last five years (Figure 4.1) and is anticipated to grow further into the future. Liverpool is home to the Moorebank Intermodal Terminal and the Western Sydney Employment Area (WSEA), the largest undeveloped industrial precinct in the Sydney region, representing 60% of all undeveloped industrial land in the region. Additionally, the new Western Sydney International Airport has significant employment lands included in the broader precinct.

The future growth of the industrial sector locally will drive demand for business travellers, creating future demand for short-term accommodation.

Figure 4.1. Industrial Sector Growth, Liverpool



Note: Industrial sector includes manufacturing, wholesale trade and transport, postal and warehousing industries.  
Source: EconomyID (2025).

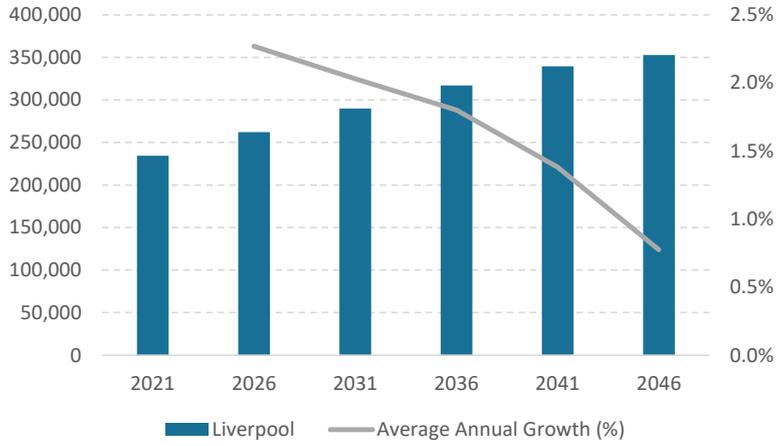
### Population Growth

Liverpool is one of the fastest growing local government areas in New South Wales. By 2046, the population is expected to exceed 350,000 (Figure 4.2). The growing population will drive demand for the VFR market. Additionally, as the local population (and surrounding LGAs) continue to grow, the increase in people will also drive demand for the local hospital (which is currently undergoing a significant expansion). Population growth will also drive demand for medical related overnight stays.

New South Wales receives the largest proportion of international students and international students have become an important source for international visitor nights in commercial accommodation. While there are conflicting policy debates current occurring, the recent growth in international students has been significant (Figure 4.3) and the sector has potential to drive demand for overnight accommodation.

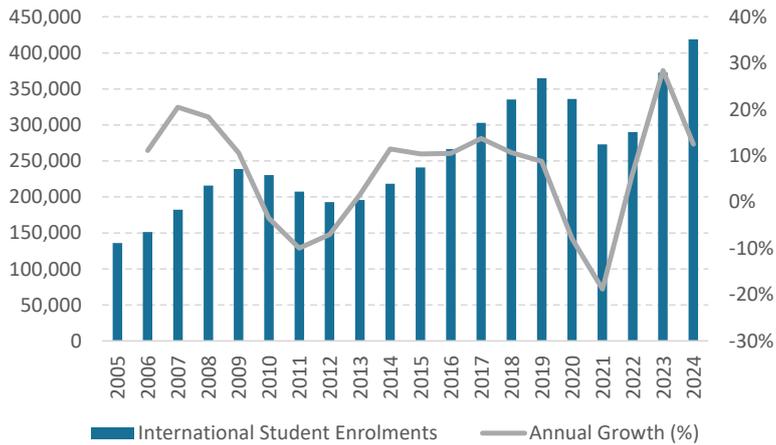
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 4.2. Population Growth, Liverpool



Source: ForecastID (2025).

Figure 4.3. International Student Enrolments, New South Wales



Source: Department of Education (2025).

## 5. Hotel Investment Dynamics

### 5.1 Hotel Investment Process

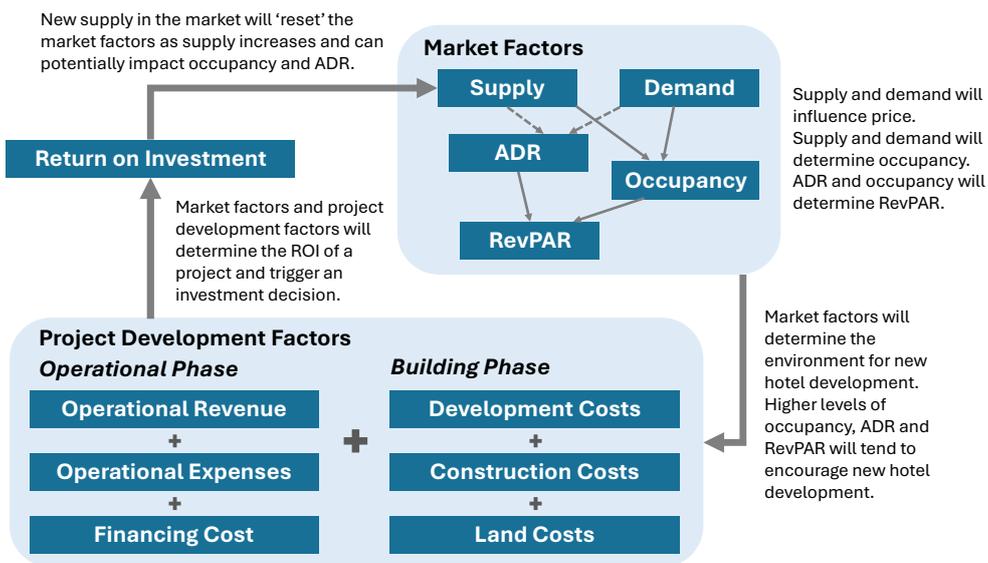
Investment into a new hotel typically follows a market driven process (Figure 5.1). As a market grows (hopefully) demand increases over time. As supply remains stable, occupancy rates will increase. ADR often increases as well, as growing demand seeks out a dwindling supply of rooms (as occupancy increases, there are fewer rooms available).

Developers or investors witnessing a market with high occupancy and ADR growth, may be satisfied that these expected future operating parameters can justify the cost of land, development and construction, thereby providing a return on investment. Unfortunately, as the subsequent supply increases after a new hotel is delivered, occupancy and ADR can decrease (unless there is a continued increase in demand).

As highlighted in Figure 5.1, market factors as well as project development factors all need to align in order to provide a suitable, expected return on investment.

However, there are numerous barriers to development (refer Section 5.2) that heavily impact on the development and construction phase and often provide numerous, market based dis-incentives to investment into new hotels.

Figure 5.1. Hotel Investment Process



Source: Lucid Economics

The other unique facet to short term accommodation development is the participants. Traditionally across Australia, there have been three key participants in short term accommodation development:

- **Property developer:** the property developer secures land and development approval and then seeks to sell the finished product to an investor. The property developer takes on all development and construction risk and seeks to make a profit margin on the sale of the finished building to an investor.

## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

- **Investor/Owner:** the investor purchases the property from a developer and seeks to generate a return on investment from the operations of the hotel. The investor/owner takes on all the operational risk of the hotel and often would engage a hotel operator.
- **Operator:** the hotel operator takes on the day to day operations of the property, often through a management contract, which specifies payment from the owner to the operator (often a mix of a percentage of the gross and net revenue) as well as operating parameters. For example, through a management contract, the general manager of the hotel is often an employee of the hotel management company (i.e. Accor, IHG, Marriot, etc.) and the owner cannot direct the general manager in terms of what the property should be charging in terms of average daily rate. The hotel management company often provides some cost savings through food and beverage purchasing power as well as marketing benefits through its brand and network. While the operator has operational risk, given the fee structure, this operational risk is somewhat managed.

For traditional hotel development, each one of these participants have a profit motive that has to be met. In the current environment, existing hotels can often be purchased at a rate that is below the replacement cost, which puts considerable pressure on the developer and the ability to generate a profit margin from building a new hotel. Given this situation, there have been examples in the market of a business entity taking on all three roles (i.e. developer, owner and operator) in order to condense the profit motive and generate a sufficient return on investment for the new development.

Relative to other asset classes, there are generally one or two participants. For example, for a residential development, the developer is the single entity involved and seeks to make a profit on the sale of the individual units, relative to the development and construction costs. For a commercial office development, the developer may sell the building to an owner or an investor may engage a developer to deliver the building.

## 5.2 Barriers to Development

There are numerous market-based barriers to hotel development that provide natural dis-incentives to invest in new hotels. These barriers include planning, economic factors, financial realities and market constraints and span across not just the development phase of the project but also its operational phase.

### Development Phase Barriers

- **Competition with Other Land Uses:** hotels often require prime real estate, which is often highly sought after for other uses (i.e. residential, commercial, mixed-use). As such, hotel developments must compete for the same property as these alternative uses that are often easier to finance and have a different risk profile than hotels. Additionally, focusing purely on a development return, hotel developments are not the 'highest and best use' of land, relative to alternative uses.
- **High Land Costs:** successful hotel operations are often site-specific and require a central location, relatively high visibility, access to 'demand drivers' and convenient access and egress to the site. Property that has these characteristics is often only available for a higher price (due to the competition for them from other uses).
- **Access to Finance:** it can be more difficult to source hotel development and/or investment finance than it is for alternate property types, such as residential or commercial developments. Due to residential pre-sales or office/retail lease pre-commitments, property developers can more readily obtain development finance.

## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

New hotel developments almost always require debt finance, which requires a specialist hotel valuation. Hotel valuations are heavily impacted by the current (and likely future) hotel operating environment and are often conservative in nature, which can put downward pressure on future revenue and profitability of the development. This potentially reduced future profitability impacts valuations and a proponents perceived ability to service the debt.

- **Higher Construction Costs:** hotels have proportionally higher construction costs than other property assets (on a square metre basis), adding additional development cost and creating further pressure on financial viability. In order to comply with the Building Code of Australia, hotels (as Class 3 buildings) must have additional amenity and safety features (with additional cost), which are not required in a residential building (Class 2).
- **Development Timeframes:** like many property developments, new hotels require a significant amount of time from the purchase of a site through to the hotel opening for business. Additionally, some properties require a number of years to undertake marketing and build reputation before they are able to reach a normalised level of trading. During this period market factors can change (i.e. occupancy rates and ADR may change), resulting in financial projections of revenue and profit not being met and the expected return on investment lagging. By contrast, residential, retail and commercial office properties can often 'fix' some project revenues through pre-sales or pre-committed leases.

#### Operational Barriers

- **High Fixed Operating Costs:** hotels have relatively high fixed operating costs, compared to alternative land uses (i.e. residential or commercial office properties). For example, labour costs are very high in a hotel and are not relative to demand (i.e. hotels would typically be fully staffed regardless if they are operating at 50% or 90% occupancy). While fixed operating costs are high, there can be significant fluctuations in demand (and hence revenue) to pay these costs.
- **Risk Profile:** the value of a hotel is based on the operations of the business inside it. As such, hotels are faced with an operational business risk, whereas a commercial office property faces a leasing risk. As previously mentioned, commercial office leases are often long-term, providing a very different risk profile compared to the variability that a hotel can face.
- **Revenue Volatility:** there is a diverse range of factors that influence demand for a hotel at any time. Variation in demand can be considerable, translating to fluctuations in revenue. As discussed above, hotels have high fixed operating cost, so volatility in revenue greatly impacts overall cash flow, profitability and return on investment. The potential for extreme fluctuations in future revenues (and the subsequent impact on return on investment) can deter investment in a new hotel.
- **Tourism Infrastructure:** hotels generally benefit greatly from investments in other tourism infrastructure (particularly tourism infrastructure that can attract demand for a hotel). As such, investments into local demand drivers (or a lack of investment) can have an impact on demand, which can impact hotel cashflow and thus its return on investment.

## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

- **Long-term Performance:** given the historic volatility in the tourism sector, it is not surprising that long-term investment performance of hotels can vary. Because the value of the hotel asset is based on the cashflow and current (and expected future) profitability of the operation, hotel assets can undergo large swings in capital value (up and down). This volatility in capital values can make it more difficult for investors to understand the long-term value of the asset and has deterred institutional investors from the asset class (as it is seen as 'risky').

### 5.3 Current Hotel Trends

The Dransfield Hotel Future 2025 Report highlights a number of current development and operational hotel trends.

#### Development Trends

- **Allocation of Space:** advancements in in-room design, room efficiency, and furniture choices have created a feeling of space, allowing for a reduction in average room size across all hotel classes. This saved space can be transferred to improve amenities, appealing to contemporary guests and generating additional revenue streams.
- **Shift to Quality:** rising land and construction costs have made entry-level products less feasible in core CBD locations, paving the way for higher-quality lodging even in suburban and regional areas. This trend is driven by a focus on service as a quality distinguisher, allowing developers to deliver higher-quality products without the historical baggage of large gross floor areas.
- **Multiuse Public Areas:** hotel design is moving away from dedicated public spaces that serve a single purpose. Instead, interior design and architecture are focusing on how a single space can evolve throughout the day and week, enhancing functionality and guest experience.
- **Rationalisation of Key Count:** as guests seek more tailored and authentic experiences, the size of hotels is reducing, with developments over 250 rooms becoming less common.
- **Blurring of Asset Classes:** there is a trend towards mixed-use buildings rather than single-use structures, enhancing design efficiency and feasibility.
- **Enhancement of Existing Sites:** existing land and asset owners are exploring overnight accommodation to enhance their offerings, increasing site utilization and unlocking new service opportunities.
- **Remote Work and Co-working Spaces:** the rise of remote work is influencing hotel design, with hotels creating dedicated co-working spaces equipped with high-speed internet, private meeting rooms, and other office amenities to cater to business travellers.

#### Operating Trends

- **Focus on Food & Beverage (F&B):** hotels are increasing their focus on F&B, with destination restaurants or bars now considered essential for positioning the hotel and driving both room and F&B revenue.
- **Employee Wellness and Training:** hotels are investing in comprehensive wellness and training programs to attract and retain human capital, enhancing employee well-being, skill development, and engagement.
- **Use of AI and Data-Driven Decision Making:** AI and machine learning are revolutionizing hotel operations by enabling predictive maintenance, optimizing supply chains, and enhancing customer service through real-time data analysis.



## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

- **Enhanced Cybersecurity:** with the increasing risk of cyber-attacks, hotels are implementing advanced encryption, AI-driven threat detection, and comprehensive data protection protocols to safeguard customer data.
- **Hyperlocal Offerings:** hotels are focusing on providing hyperlocal experiences, from artwork to F&B supplies to local community partnership programs, allowing guests to connect with the local community.
- **Resilience of Supply Chains:** hotels are investing in supply chain protection measures, including diversification of suppliers, real-time tracking, and new approaches to managing Furniture, Fixtures, and Equipment (FF&E) inventory.
- **Sustainability and Green Technologies:** sustainability is becoming a necessity, with hotels incorporating green technologies and sustainable practices to minimize environmental impact. These practices can save money and drive revenue if managed correctly.

A recent CBRE report, *Bedding on Boutique Growth* (CBRE, 2023), discusses the trend towards boutique hotels, properties being smaller (~75 rooms) than traditional hotels and offering a much more specialised experience and personalised offering. The report demonstrates that this trend is supported by market evidence of boutique hotels generating higher occupancy rates and ADRs. Combined with trends identified in the Dransfield Report, there is a trend for more bespoke accommodation offerings, with a narrow focus often catering to a specific niche market, for example, health and wellbeing retreats, themed properties offering a signature experience or even destination properties where guests spend their entire visit on the property.

These trends are important to consider in the context of encouraging future investment and development of hotels in Liverpool.

## 6. Future Demand

### 6.1 Gaps and Future Opportunities

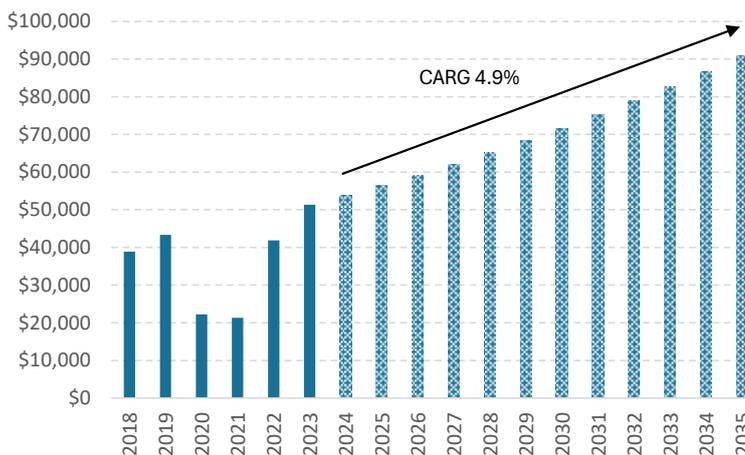
Based on the research conducted for this project and the analysis in this report, there are a number of potential gaps in the current offering and future accommodation opportunities, including:

- High standard, business focused (likely branded) hotel located in the CBD that can cater to the growing business market in Liverpool. The success of the Meriton Suites demonstrates that there may be additional latent demand in the market for such an offering.
- Additional serviced apartment offering, located in the CBD, which could cater for the VFR market. By nature, this offering would likely have to be moderately priced but could also cater to the growing needs of the local market.
- Airport hotels, located at the new Western Sydney International Airport to support and cater to passengers. These properties would likely be branded hotels and largely cater to business travellers as well as those travelling for leisure or other purposes.
- Resort style, holiday park (e.g. BIG4 style caravan park) that could cater specifically for families, offering a destination property and catering to the large (and growing) population of the Sydney region.
- Themed accommodation/attraction property, similar to the Great Wolf Lodge chain in the United States, catering to families and providing families across the Sydney region an opportunity for a short-stay close to home (similar to the resort holiday park).
- Other bespoke or boutique accommodation offerings more focused on the Sydney and intra-state markets.

### 6.2 Future Projections

Visitor projections for Liverpool have been developed to align with the most current aspirations expressed by the State Government in the Visitor Economy Strategy 2030 Review (State of NSW, 2024). This document identifies the ambition to achieve a stretch goal of growing visitor expenditure in the State from \$51.4 billion in 2023 to \$91 billion in 2035 (Figure 6.1), representing an average annual growth rate of 4.9% per year.

Figure 6.1. Visitor Expenditure, New South Wales (\$m)



Note: CARG – compounded annual rate of growth.  
Source: State of NSW (2024)

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Aligning to the State Government projections as well as the overall visitor projections in the *Liverpool Baseline Visitor Figures 2025 Report*, Liverpool could see visitor nights spent in hotels exceed 600,000 by 2035 (Figure 6.2). Using the most recent persons per room data from the ABS (ABS, 2016), this level of demand would support almost 500,000 room nights sold in Liverpool. The analysis indicates that the market has a current shortfall of 47 rooms and without any new supply, the Liverpool hotel market would be completely full by 2029 (Figure 6.3). Maintaining a 75% annual market occupancy rate, **Liverpool will require an additional 789 hotel rooms by 2035** (Figure 6.4).

**Western Sydney International Airport**

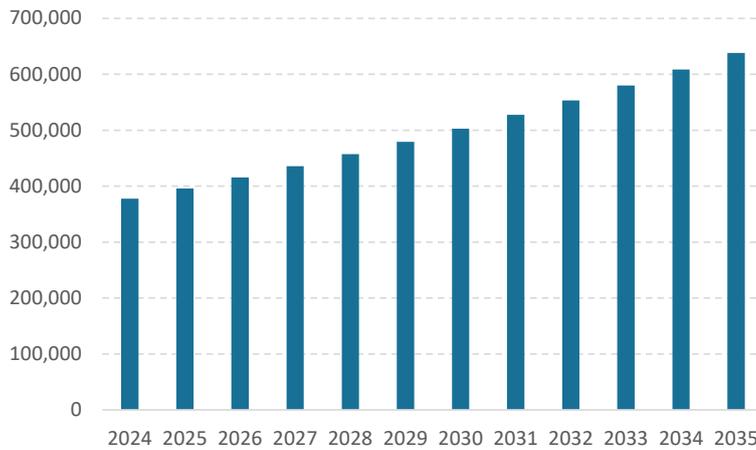
Airports are significant demand drivers for hotels. Many passengers often require overnight accommodation in direct proximity to the airport in order to meet their flight time requirements.

The Western Sydney International Airport is expected to service 4 million passengers in its first year of operations (WSIA, 2025), before expanding to 10 million passengers in 2031. By 2063, the airport could handle 82 million passengers (DITRDC, 2020).

Using a variety of benchmarks from around Australia, the Western Sydney International Airport could attract between 200 and 500 hotel rooms by 2031, the equivalent of 1-2 large, internationally branded hotels or 2-3 medium sized hotels (or a mix thereof).

The Business Precinct Stage One Major Development Plan has identified a development site for one hotel with 154 rooms. Based on the benchmarking, this provision may be insufficient.

Figure 6.2. Visitor Nights (in Hotels), Liverpool

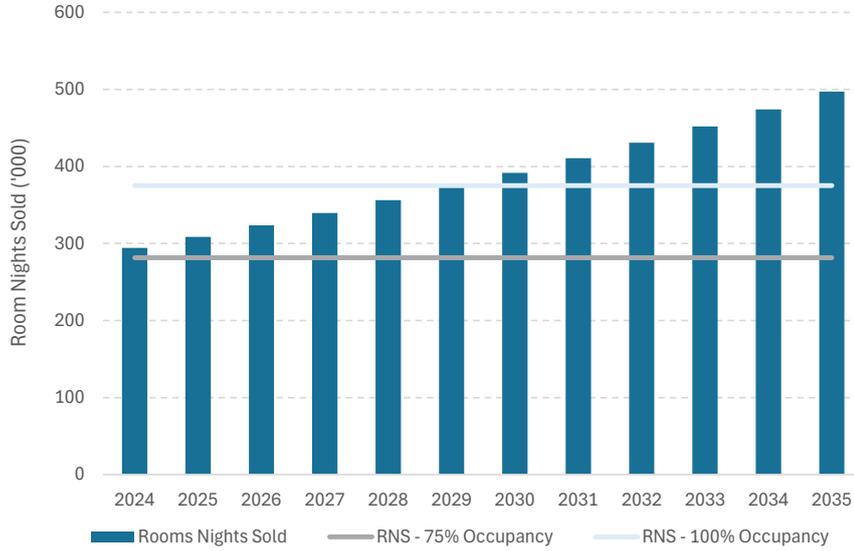


Source: State of NSW (2024); STR Global (2025); ABS (2016); Lucid Economics.



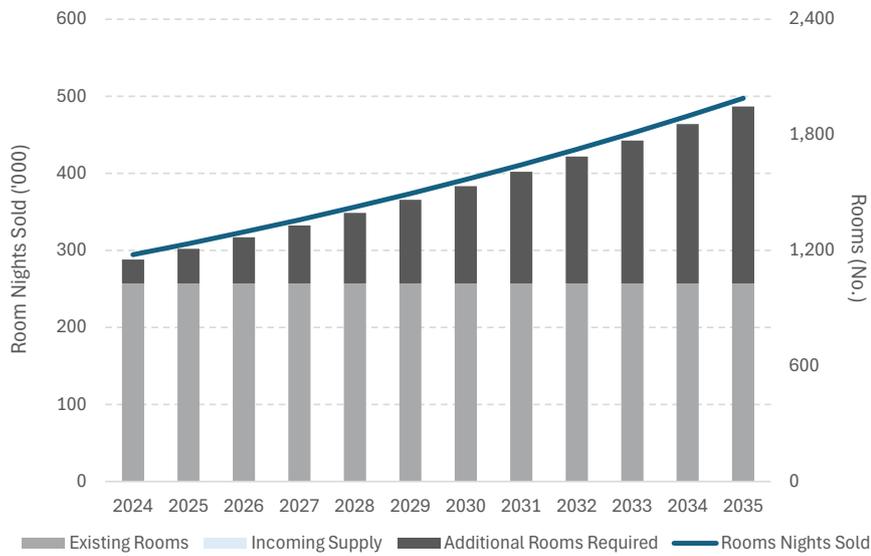
LIVERPOOL Hotels and Short-Term Letting Study – Final Report

Figure 6.3. Future Room Nights Sold, Liverpool



Source: Lucid Economics.

Figure 6.4. Future Hotel Supply and Demand Balance, Liverpool



Note: 75% occupancy benchmark used to identify supply/demand balance in the market.  
Source: Lucid Economics.



## LIVERPOOL Hotels and Short-Term Letting Study – Final Report

**Maintaining a Healthy Supply and Demand Balance**

In terms of the appropriate supply and demand balance in the market, properties operating at 70% annual occupancy should be able to generate a sufficient level of revenue to pay their operating expenses and still have an appropriate level of profit (relative to their investment). As a property's occupancy rate increases towards 80% and above, revenue will generally increase at a more rapid rate, increasing levels of profit at increasing rates, which continues as the property nears 90%-95% occupancy. The reason for this disproportionate rise in profit is dynamic pricing and the fact that prices generally rise as a market become tighter and short term accommodation availability dwindles.

Generally speaking, as a market surpasses 75% annual occupancy, it will have been 100% booked out on a number of occasions throughout any 12-month period. Naturally, once fully booked on a given night, the property can no longer accept additional guests, which are effectively lost to this particular property.

Below 70% annual occupancy, it can become difficult to generate a sufficient profit to maintain the property and provide a return on investment. At an annual occupancy rate of 50% or below, the owner is likely unable to generate a profit and the only way to maintain financial viability is to restrict operational expenditure, which often includes regular maintenance and rejuvenation expenses as well as any owner/operator salaries being foregone.

These dynamics can apply across a short term accommodation market as well. If there is not enough short term accommodation, the destination becomes 'full' and travellers cannot visit the destination nor can any of the economic benefits from tourism be generated. If there is insufficient demand, existing and any new operators can struggle.

When seeking to attract investment into short term accommodation, it is important to understand these dynamics between supply and demand and maintain a healthy supply and demand balance.

## References

---

- AirDNA (2025). *Liverpool – Warwick Farm Sub-Region*. AirDNA, Denver, United States.
- Build Australia (2022). *Construction of the Liverpool by FYVE in NSW officially underway*. Available from: <https://www.buildeustralia.com.au/projects/construction-of-the-liverpool-by-fyve-in-nsw-officially-underway/>. Accessed 4 April 2025.
- CBRE (2023). *Bedding on Boutique Growth*. Ally McDade, CBRE, Sydney.
- Colliers (2018). *Hotel and Short-Term Letting: Demand and Supply Study South West Sydney May 2018*. Colliers, Sydney.
- DITRDC (2020). *Western Sydney International (Nancy-Bird Walton) Airport Overview*. Australian Government, Department of Infrastructure, Transport, Regional Development and Communications, Canberra.
- Dransfield (2025). *Hotel Futures 2025*. Dransfield, Sydney.
- EconomyID (2025). *Liverpool Economic Profile*. Available from: <https://economy.id.com.au/liverpool>. Accessed 22 April 2025.
- ForecastID (2025). *Liverpool Population Forecast*. Available from: <https://forecast.id.com.au/liverpool>. Accessed 22 April 2025.
- Hotel Conversation (2025). *Sonnel Hospitality unveils bold redevelopment plans for four iconic Western Sydney Venues*. Hotel Conversation, 12 February 2025. Available from: <https://www.thehotelconversation.com.au/2025/02/12/sonnel-hospitality-unveils-bold-redevelopment-plans-four-iconic-western-sydney-venues>. Accessed 4 April 2025.
- Punthill (2022). *Punthill Liverpool Set to Open in 2024*. Available from: <https://punthill.com.au/blog/punthill-liverpool-set-to-open-in-2024/>. Accessed 4 April 2025.
- STR Global (2025). *Custom Trend Report*, STR Global, unpublished.
- TRA (2025). *International and National Visitor Surveys*. Tourism Research Australia, Canberra.
- TRA (2025a). *Tourism Forecasts for Australia*. Available from: [Tourism forecasts | Tourism Research Australia](#). Accessed 2 April 2025.
- TripAdvisor (2025). *Liverpool Accommodation and Places to Stay*. TripAdvisor, Massachusetts, United States.
- WSIA (2025). *Airlines – WSI. New choice in Sydney now 24/7*. Available from: <https://wsiaairport.com.au/opportunities/aviation/airlines#:~:text=The%20first%20domestic%20services%20at,flights%20in%20the%20first%20year>. Accessed 22 April 2025.

LIVERPOOL Hotels and Short-Term Letting Study – Final Report

PAGE LEFT INTENTIONALLY BLANK





**Lucid Economics Pty Ltd**

[www.lucideconomics.com.au](http://www.lucideconomics.com.au)

[info@lucideconomics.com.au](mailto:info@lucideconomics.com.au)



## For further information



### Visit Us

*Liverpool CBD Customer Service Hub*  
Yellamundie, Lower Ground Floor  
52 Scott Street, Liverpool, NSW 2170  
Open Monday - Friday, 8.30am - 4.30pm

*Carnes Hill Customer Service Hub*  
600 Kurrajong Road, Carnes Hill, NSW 2171  
Opening Hours: Monday - Friday, 9.30am - 4.30pm

*Moorebank Customer Service Hub*  
Chr Nuwarra Road & Maddecks Avenue,  
Moorebank, NSW 2170  
Opening Hours: Monday - Friday, 9.30am - 4.30pm



### Phone

1300 36 2170  
Calling from interstate: (02) 8711 7000  
National Relay Service (NRS): 133 677  
(for hearing and speech impaired customers)



### Email

[lcc@liverpool.nsw.gov.au](mailto:lcc@liverpool.nsw.gov.au)



### Post

Locked Bag 7064, Liverpool BC, NSW 1871



### Website

[www.liverpool.nsw.gov.au](http://www.liverpool.nsw.gov.au)



### Subscribe

[www.liverpool.nsw.gov.au/subscribe](http://www.liverpool.nsw.gov.au/subscribe)

**Liverpool Development Control Plan 2008**

**Development at**

**93-145 Hoxton Park Road, 49 & 51**

**Maryvale Avenue, 260 Memorial**

**Avenue & 20 and 48 Dale Avenue,**

**Liverpool**

**November 2025**

**Part 2.XX must be read in conjunction with Part 1**

Refer to Parts 3.2 - 3.7 for residential development in residential zones

Refer to Part 3.8 for non-residential development in residential zones

**LIVERPOOL  
CITY  
COUNCIL**



## Liverpool Development Control Plan 2008

### Part 2.16 - 93-145 Hoxton Park Road, 49 & 51 Maryvale Avenue, 260 Memorial Avenue, 20 and 48 Dale Avenue, Liverpool

#### Table of Contents

<b>1. Preliminary</b>	3
<b>2. Vision and general objectives</b>	5
2.1 Vision	5
2.2 Indicative Masterplan	5
<b>3. Specific objectives and controls</b>	6
3.1 Site Planning	6
3.2 Amalgamation	7
3.3 Building Design	8
3.4 Landscaping, Communal Open space and Deep Soil Zones	10
3.5 Dwelling Diversity	12
<b>4. Car Parking Access and Active Transport</b>	13
4.1 Car Parking and Access	13
4.2 Active and Public Transport	14
<b>5. Tree Preservation</b>	15

## 1. Preliminary

### Applies to

1. This Part applies to land identified in **Figure 1**, being the site located at 93-145 Hoxton Park Road, 49 & 51 Maryvale Avenue, 260 Memorial Avenue and 20 & 48 Dale Avenue, Liverpool.
2. Part 3.7 (Residential development in development zones) and Part 3.8 (Non-Residential development in residential zones) of the Liverpool Development Control Plan 2008 also apply to the site.

### Purpose and relationship with other parts of this DCP

The purpose of this Development Control Plan ('DCP') is to outline the site-specific controls that relate to 93-145 Hoxton Park Road, 49 & 51 Maryvale Avenue, 260 Memorial Avenue and 20 & 48 Dale Avenue, Liverpool (**Refer to Figure 1**).

Where there is an inconsistency between this document and provisions contained elsewhere in the Liverpool Development Control Plan 2008, the site-specific controls contained in this document prevail to the extent of the inconsistency.

### Objectives

To ensure that:

- a) A high-quality standard of development is carried out.
- b) The development of land parcels is co-ordinated and avoids site isolation.
- c) Visual, acoustic and privacy amenity is retained to adjoining residential allotments.
- d) The bulk and scale impact to the streetscape of Hoxton Park Road is minimised.
- e) Traffic impacts to the adjoining road network is minimised.
- f) Future residents of the development site have ease of access to day-to-day commercial needs.
- g) To protect and minimise impacts on existing vegetation
- h) To ensure that street character, landscaping, pedestrian amenity and safety are prioritised.

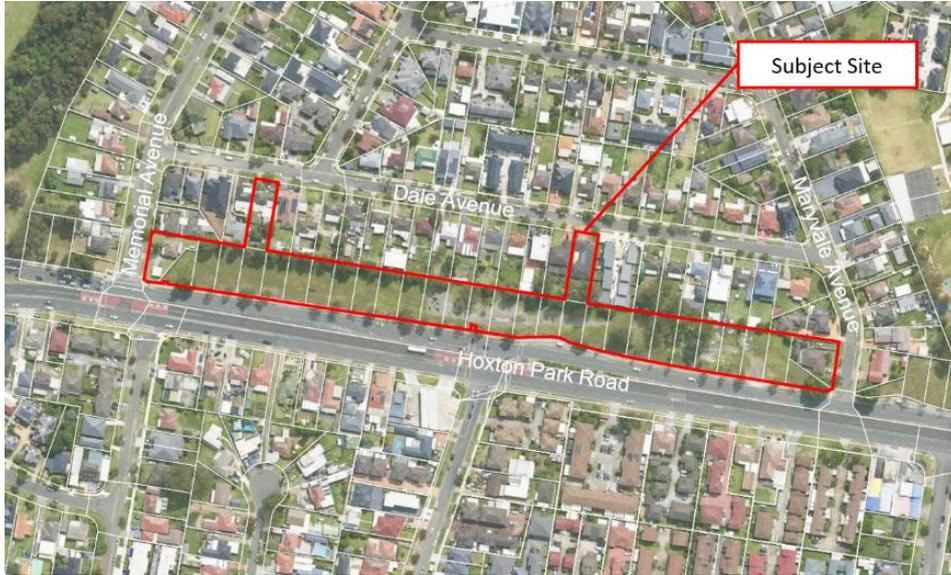


Figure 1 – Land to which this part applies

DRAFT

## 2. Vision and General objectives

### 2.1 Vision

To enable a high-quality residential development to be achieved within the Hoxton Park Road transport corridor. Sufficient building separation and compatibility of materials, colours and finishes will ensure a suitable development is provided and able to integrate with low scale adjoining land.

#### Objectives

- a) Provide a highly connected, safe and permeable network with convenient access to public transport, public spaces and facilities, and amenities.
- b) Facilitate the transition of the Hoxton Park Road corridor to an activated, transit-oriented, higher density mixed use environment.
- c) Prioritise healthy living, including design to mitigate and adapt to heat, and design for active transport.
- d) Buildings are sited, positioned and designed to maximise climatic responsiveness and provide high levels of desirable solar access and natural ventilation

### 2.2 Indicative master plan

#### Controls

1. The vision and principles for the site as identified above are spatially expressed in the urban structure for the site as shown in **Figure 2**. To ensure that development provides key elements, where variations to the Figure 2 are proposed, the development application is to demonstrate how the vision and principles have been achieved.

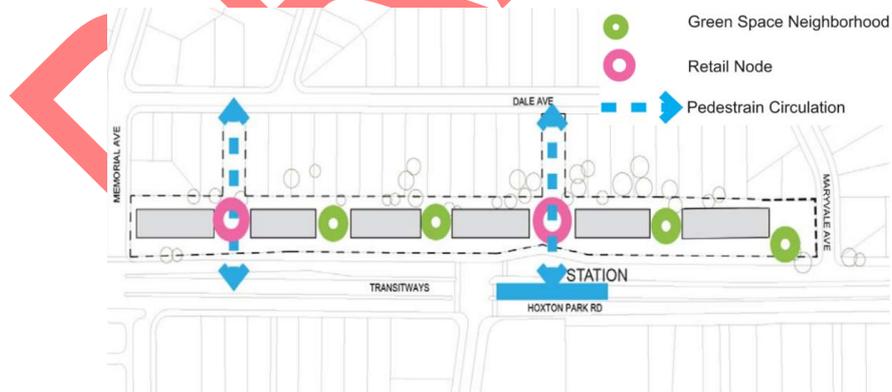


Figure 2 – Urban Structure Plan

### 3. Site Planning

#### 3.1 Site Planning

##### Objectives

- a) Ensure the design of the buildings and location of uses responds appropriately to the site, provides a high quality of amenity and protects visual privacy to future occupants and surrounding residential uses.
- b) Reduce visual impact and bulk and scale to streetscape of Hoxton Park Road and surrounding residential zoned land.
- c) Ensure the building has positive interfaces with public areas and contributes to an attractive public domain and desirable setting for its intended uses
- d) Promote active uses within or adjacent to the through site linkages on the ground floor.
- e) The site provides day to day commercial needs for residents
- f) Traffic impacts to the adjoining road network are minimised.
- g) To ensure the retention of existing trees within the site

##### Controls

1. Development is to be generally in accordance with the layout in **Figure 3**:
2. Through site links shall be provided as per **Figure 3** and are:
  - a. To provide building separation that encourages a walkable environment and direct travel lines through the site.
  - b. To be designed to maximise solar access and CPTED principals.
  - c. Be designed in accordance with accessible requirements for persons with limited mobility.
  - d. Include a combination of soft and hard landscaping with tree plantings for shading and cooling.
  - e. To be constructed of cobblestone (Or similar material), for the surface of the site through links used by vehicles. Concrete or bitumen are not to be used on the site through links for surfaces where vehicles travel.
  - f. For any area/pathway used by pedestrians, that is adjacent to a vehicle accessible area, raised to an alternative level and constructed of alternative material (I.e: Pavers), to that of the vehicle accessible area, to clearly separate vehicles and pedestrians.
3. Commercial land uses are to be located adjoining the through site links to activate the site and provide natural surveillance opportunities.
4. The allotments of 20 and 48 Dale Street, Liverpool are to both be used only for vehicular and pedestrian access in consultation with Council and Transport for New South Wales as per **Figure 3** below.

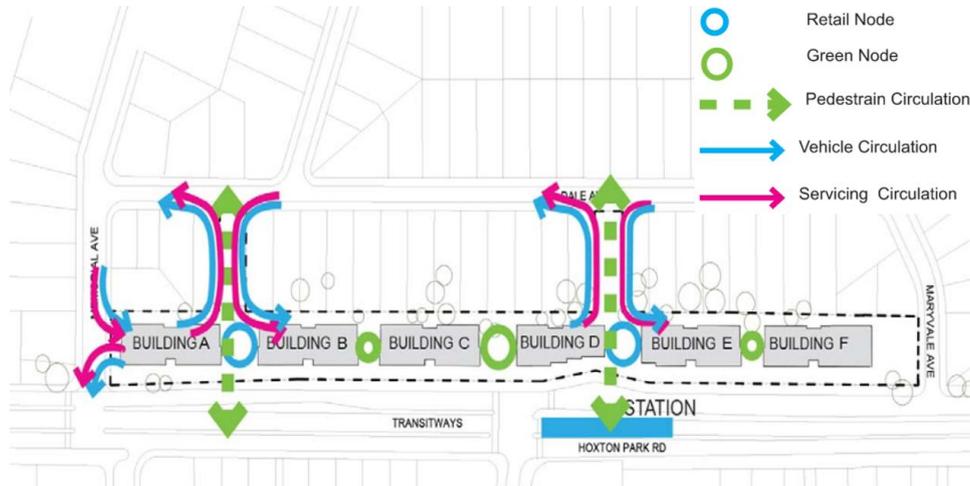


Figure 3 – Site Access and Through Site Links

### 3.2 Amalgamation

#### Objectives

- a) Ensure the subject site and adjoining sites can achieve development that is consistent with the planning controls.
- b) Ensure that Isolation of sites does not occur to avoid a development resulting in poor built form outcomes and to ensure better streetscape amenity outcome to be achieved
- c) Ensure reduced impact upon the road network through additional vehicular access points.

#### Controls

1. Amalgamation is to occur with 49 and 51 Maryvale Avenue, Liverpool, 145 Hoxton Park Road, Liverpool and 260 Memorial Avenue, Liverpool. Amalgamation is required to avoid site isolation and to ensure a high-quality development outcome.
2. The following documentation is to be provided with a development application in the circumstances where amalgamation with 49 and 51 Maryvale Avenue, Liverpool, 145 Hoxton Park Road, Liverpool and 260 Memorial Avenue, Liverpool cannot be achieved:
  - a) Documentation demonstrating that negotiations for amalgamation between the owners of the properties has been undertaken. The documentation shall be no older than 3 months from date of lodgement of a development application and should demonstrate that a reasonable attempt has been made by the applicant(s) to purchase the isolated site.

Documentation shall, at least, include:

- Two independent valuations that represents potential value of the affected site which are no older than 3 months from date of lodgement of a development application. This may include other reasonable expenses

likely to be incurred by the owner of the isolated property in the sale of the property; and

- Evidence that a genuine and reasonable offer has been made by the applicant to the owner(s) of the affected adjoining site.

*Note:* A reasonable offer shall be of current fair market value (no older than 3 months from date of lodgement of a development application), shall be the higher of the two independent valuations and include for all expenses that would be incurred by the owner in the sale of the affected site.

3. If variations to the planning controls are required, such as non-compliance with the minimum allotment size for any of the properties stated within control 1, documentation is to be submitted with a development application to demonstrate that:
  - a) Future residential flat building development on the subject sites will not significantly impact upon a future development of any of the properties stated within control 1.
  - b) That residential flat building development of any of the properties stated within control 1 can be achieved with sufficient design including concept architectural plans for any of the properties stated within control 1, which indicate a future developments height, setbacks, pedestrian and carparking access, site coverage (both building and basement), constructability, envelope separation, open space and landscaping.

### 3.3 Building Design

#### Objectives

- a) To promote high architectural quality on the site.
- b) To ensure that the development is sensitive to adjoining development.
- c) To ensure that new developments have facades which define and enhance the public domain and desired street character.
- d) Minimise visual bulk, scale and privacy impacts of the development from Hoxton Park Road.
- e) Ensure the development including any basement do not impact upon existing vegetation.
- f) Ensure that building elements are integrated into the overall building form and facade design.
- g) Ensure development maintains visual privacy and provides surveillance of the public domain and open links through the site.

#### Controls

1. Any proposed development on the subject site is to be a maximum of six storeys.
2. The site is to contain a minimum of six buildings.

3. Any non-residential use on the subject site is to be located on the ground floor only.
4. To reduce bulk and scale, overshadowing, and visual privacy impacts all building envelopes 5 storeys and above, are to be decreased by a minimum of 2m from that of the first four storeys. *For example: If the first storey (ground level) to the fourth storey setbacks are each 8m, setbacks for the fifth storey and above are to be a minimum of 10m).*
5. Any balcony orientated towards the northern rear boundary shall not extend beyond the building envelope.
6. Residential buildings are to be designed to minimise overlooking of adjoining residential land to the north. Any active use (i.e. Living/dining) room or balcony orientated towards the northern rear boundary, shall incorporate design/privacy features that maintain privacy to the northern rear properties.

These measures may include (but not limited to) fixed screen/louvres, glass blocks, frosted glass, higher window sill heights, vertical fins, offset vent windows and the like.

7. The placement of balconies and windows within residential buildings are to maximise passive surveillance opportunities to public spaces, including:
  - a. Hoxton Park Road,
  - b. Through-site links, and
  - c. Public and communal areas within the site.
8. Blank facades are to be avoided on Hoxton Park Road frontage and through site links. Articulation is to be provided in the form of windows, balconies, indentations, offsets or other articulation features.

### 3.4 Landscaping, Communal Open Space and Deep Soil Zones

#### Objectives

- a) To encourage soft landscaping and permeable areas.
- b) To enhance the existing streetscape and soften the visual appearance of the development.
- c) To provide for the amenity and needs of future residents and local businesses.
- d) Assist in improving the climate of the local environment.
- e) To ensure noise and air pollution impacts of Hoxton Park Road on the development are mitigated.

#### Controls

1. Deep soil zones, landscaped area and communal open space areas are to be provided generally in accordance with **Figure 4** below (at a minimum).
2. Any southern elevation (Fronting Hoxton Park Road) landscaped area is to be excluded from communal open space area required by section 3D of the Apartment Design Guide.
3. No communal open space or public access is permitted on the rooftop of any building, to protect the amenity and privacy to adjoining residential uses.
4. Any basement is not to reduce the overall minimum required deep soil for the subject site and is not to impact upon the existing vegetation including existing mature trees located along the northern (rear) and southern (front) boundaries.
5. Extensive landscaped areas with plantings are to be provided within the setback along Hoxton Park Road (subject to the agreement of TfNSW). A layered landscape arrangement is to be provided comprising of turf, small to large plants/trees and which buffers residential development and associated outdoor spaces from heat, noise, wind and air pollution from Hoxton Park Road.
6. Communal open spaces, site links and landscaped areas are to provide foot/cycle connections along Hoxton Park Road and between Hoxton Park Road and Dale Avenue that provide safety and do not conflict with vehicular access.
7. Landscaped areas are to provide deep soil areas that are capable of accommodating trees of sufficient height/canopy cover to visually reduce the height/bulk of the development from surrounding sites and the public domain.

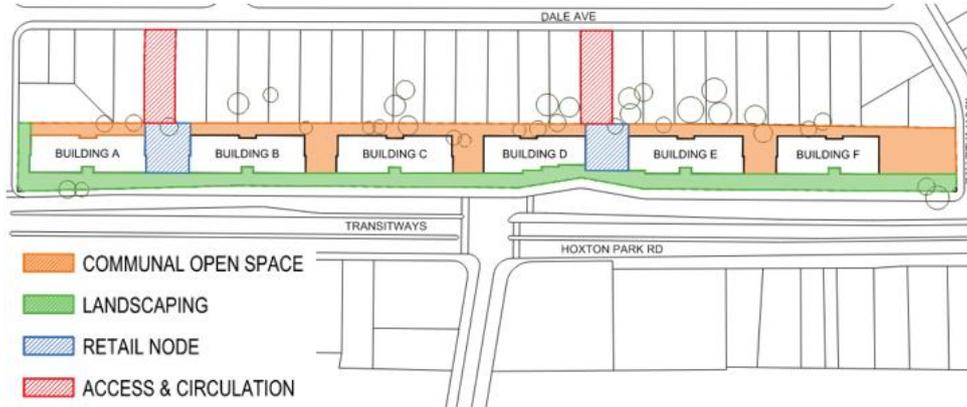


Figure 4 – Landscaping and deep soil zones

DRAFT

### **3.5 Dwelling Diversity**

#### **Objectives**

- a) To provide for a variety of housing choice within Liverpool Local Government Area which caters for different household requirements now and in the future.
- b) To increase the housing and lifestyle choices available in dwelling buildings.

#### **Controls**

1. The layout of the apartment buildings are to provide for dwelling types that are oriented in a range of directions and provide for dual-aspect layouts maximising solar access and minimising privacy impacts to adjoining residential properties.

DRAFT

## 4. Car Parking, Access and Active Transport

### Objectives

- a) To provide convenient, accessible and safe onsite car parking for residents and visitors.
- b) To ensure that car parking and pedestrian access is integrated into the development.
- c) To provide and encourage active transport links through the site that connect to the surrounding footpath/cycle path network.
- d) To ensure basement car parking does not impact the existing vegetation on site.

### 4.1 Car Parking and Access

#### Controls

1. All vehicles, including for commercial/residential waste collection/deliveries, are to enter and exit the site in a forward direction.
2. For any vehicle access from Dale Avenue, Liverpool, a Traffic Impact Assessment Report and modelling is to be provided that demonstrates:
  - That vehicle access via a local road is practicable and safe.
  - That vehicle access from Hoxton Park Road would adversely affect the safety, efficiency and ongoing operation of Hoxton Park Road. This is to include assessment of the implementation of the fourth leg of the existing signalised intersection (located along the frontage of No.117 and No.119, Hoxton Park Road) at the intersection of Webster Road and Hoxton Park Road allowing for all traffic movements (in and out) of the proposed development
3. Vehicular access is not to conflict and demonstrate adequate separation/safety with pedestrian/bicycle paths within the site links between buildings from Dale Avenue and Hoxton Park Road, Liverpool.
4. A Local Traffic Management Plan is to be submitted with a development application, and is to be designed in consultation with Council's Traffic and Transport section.
5. All onsite parking is:
  - To be within a basement or wholly integrated into the design of the development.
  - Not to reduce the deep soil requirements of the Apartment Design Guide.
  - Not to impact upon the existing mature trees located on the northern (rear) and southern (Hoxton Park Road) frontages.

## 4.2 Active and Public Transport

### Controls

1. The movement of pedestrians and cyclists is to be prioritised throughout the site and not conflict with any vehicular access.
2. Through-site links are to provide adequate view corridors for cyclists and pedestrians and are to connect Dale Avenue to Hoxton Park Road.
3. Any landscaping provided adjacent to active transport links is not to impact upon pedestrian/cycling sightlines and is to avoid the creation of 'blind spots' including near intersection points with adjoining street frontages.
4. Pedestrian and shared pathways within the site are to provide direct linkages to the commercial uses on site and between Dale Avenue and Hoxton Park Road, Liverpool. (Refer to **Figure 2**).
5. The design of the retail nodes:
  - a. Are to provide adequate space and separation for all users (i.e. drivers, cyclists and pedestrians), to increase safety and minimise conflicts.
  - b. Are to promote a low-speed environment for vehicular and bicycle traffic moving through commercial nodes. Such measures may include traffic-calming devices (e.g. speed bumps, cobblestone pavement and signage).

## 5. Tree Preservation

### Objectives

- a) To ensure the protection and retention of trees that contribute to ecological and aesthetic values on site and within the vicinity.
- b) To ensure that trees providing high ecological or amenity benefits are protected.

### Controls

1. The building and basement envelope for all buildings is to ensure that the development:
  - I. Minimises impact upon the existing vegetation including existing mature trees located along the northern (rear) and southern (front Hoxton Park Road) boundaries.
2. Where tree removal cannot be avoided, an arborist report (prepared by a minimum AQF Level 5 Arborist) is to be submitted with any Development Application proposing tree removal. Each tree that is recommended for removal shall be replaced at a two to one replacement ratio of a similar species and mature height. Replacement tree selection shall also predominantly comprise of native species.
3. The design of any development for the site which includes the erection of a building and/or excavation of a basement, shall support a site layout that provides a minimum 40% tree canopy cover once the site is fully developed.

**LIVERPOOL  
CITY  
COUNCIL**



**LIVERPOOL CITY COUNCIL**

Ground Floor, 33 Moore Street,  
Liverpool NSW 2170

 1300 36 2170

 [www.liverpool.nsw.gov.au](http://www.liverpool.nsw.gov.au)

 [lcc@liverpool.nsw.gov.au](mailto:lcc@liverpool.nsw.gov.au)

 NRS 133 677 (for hearing and  
speech impaired callers only)



**MINUTES OF THE ORDINARY MEETING  
HELD ON 30 AUGUST 2023**

---

**PRESENT:**

Mayor Ned Mannoun  
 Councillor Ammoun  
 Councillor Goodman  
 Councillor Green  
 Councillor Hadid  
 Councillor Hagarty  
 Councillor Harle  
 Councillor Kaliyanda  
 Councillor Karnib (Online)  
 Councillor Macnaught  
 Councillor Rhodes  
 Hon John Ajaka, Chief Executive Officer  
 Mr Farooq Portelli, Director Corporate Support  
 Ms Tina Bono, Director Community & Lifestyle  
 Ms Lina Kakish, Director Planning & Compliance  
 Ms Michelle Mcilvenny, Director Customer & Business Performance  
 Mr Shayne Mallard, Director City Futures  
 Mr Jason Breton, Director Operations  
 Mr David Galpin, General Counsel, Manager Governance, Legal and Procurement  
 Mr Vishwa Nadan, Chief Financial Officer  
 Mr Charlies Wiafe, Principal Transport Planner (online)  
 Ms Jessica Saliba, Acting Manager Council and Executive Services  
 Ms Melissa Wray, Council and Executive Support Officer (minutes)

The meeting commenced at 2.00pm

---





## 11

Clr Mannoun left the Chambers at 3:00pm. Clr Macnaught, as the Deputy Mayor, became the Chairperson.

### PLANNING & COMPLIANCE REPORTS

**ITEM NO:** PLAN 01  
**FILE NO:** 308129.2023  
**SUBJECT:** Pre Gateway Exhibition of Planning Proposal to amend the Liverpool Local Environmental Plan 2008 at 93-145 Hoxton Park Road, 51 Maryvale Avenue & 260 Memorial Avenue, Liverpool.

### RECOMMENDATION

That Council:

1. Notes the submissions received from members of the public;
2. Notes the advice of the Liverpool Local Planning Panel;
3. Endorses in principle the planning proposal request to amend development standards on the land at 93-145 Hoxton Park Road, 51 Maryvale Avenue and 260 Memorial Avenue, Liverpool, being to increase the maximum height of buildings to 21m, increase the floor space ratio to 1.5:1, and include an additional permitted use in Schedule 1 to allow '*Retail Premises*' with a maximum gross floor area for each premises of 200m<sup>2</sup> (not exceeding a combined total of 1,200m<sup>2</sup>);
4. Delegates to the CEO authority to prepare the formal planning proposal including any typographical or minor amendments if required;
5. Forwards the planning proposal to the Department of Planning and Environment pursuant to Section 3.34 of the *Environmental Planning and Assessment Act 1979*, seeking a Gateway determination;
6. Endorses in principle the draft amendments of the Liverpool Development Control Plan 2008;
7. Delegates to the CEO Authority to negotiate a Voluntary Planning Agreement (VPA) with the proponent, agree the terms of the offer with the proponent, and report back to Council the details of a draft VPA prior to exhibition of the planning proposal, consistent with the Council's Planning Agreements Policy;
8. Subject to Gateway determination and endorsement of the VPA, undertake community consultation for the planning proposal, VPA, and the site-specific Development Control Plan (DCP) in accordance with the conditions of the Gateway determination and the Liverpool Community Participation Plan 2022;







## Minutes

### MINUTES OF DESIGN EXCELLENCE PANEL MEETING

Thursday, 9<sup>th</sup> October 2025

#### DEP PANEL MEMBERS PRESENT:

Shaun Carter	Chairperson	Carter Williamson Architects
Vishal Lakhia	Panel Member	Vishal Lakhia Architect
Matthew Taylor	Panel Member	D M Taylor Landscape Architects Pty Ltd

#### APPLICANT REPRESENTATIVES:

Ahmad Diab	Client/Landowner/Applicant	ABA Estate Pty Ltd
Tony Owen	Architect	Tony Owen Partners Pty Ltd
Tyson Ek-Moller	Associate	Mecone
Chris Shannon	Western Sydney Practice Director	Mecone

#### OBSERVERS:

Amanda Merchant	Panel Support Officer	Liverpool City Council
Dinis Candeias	Convenor/Sen. Urban Designer	Liverpool City Council
Melissa Riley	Senior Urban Design Advisor	Liverpool City Council
Stephen Peterson	Senior Strategic Planner	Liverpool City Council
Brianna Van Zyl	A/Coordinator Strategic Planning	Liverpool City Council

#### ITEM DETAILS:

**Item Number: 1**

**Application Reference Number:** RZ-3/2022

**Property Address:** 93-145 Hoxton Park Road, 49-51 Maryvale Avenue, Liverpool, 260 Memorial Avenue, Liverpool, 20 and 48 Dale Avenue, Liverpool (Vehicle access only)

**Council's Planning Officer:** Stephen Peterson

**Applicant:** ABA Estate Pty Ltd

Proposal: A Proponent initiated Planning Proposal to amend Liverpool Local Environmental Plan 2008, at 93-145 Hoxton Park Road, Liverpool, 49- 51 Maryvale Avenue, Liverpool, 260 Memorial Avenue, Liverpool & 20 and 48 Dale Avenue, Liverpool.

The Planning Proposal seeks to amend the Liverpool Local Environmental Plan 2008 to facilitate a 6 storey mixed-use development:

- Increase the maximum building height from 15m to 21m.



## Minutes

- Increase the floor space ration from 1:1 to 1.5:1.
- Introduce additional permitted uses to enable ground floor business and retail premises, with associated caps on the gross floor area for commercial premises.
- Introduce a local provision requiring:
  - At least 5% of all residential gross floor area to consist of affordable housing in perpetuity, and
  - A development control plan (DCP) be prepared and adopted prior to granting of development consent

The Planning Proposal aims to facilitate approximately 300 dwellings.

### Note:

The Planning Proposal is subject to a Proponent initiated rezoning review as Council failed to indicate support within 115 days of lodgement. The Strategic Planning Panel of the Sydney Western City Planning Panel advised that the Planning Proposal should proceed to Gateway determination in April 2024.

In this regard the Department of Planning, Housing and Infrastructure (DPHI) are undertaking the assessment and progression of the Planning Proposal separately to the site specific DCP. The Planning Proposal has been exhibited by the DPHI and is currently at the finalisation stage.

**Meeting Venue:** Microsoft Teams Meeting

### **1.0 WELCOME, ATTENDANCE, APOLOGIES AND OPENING**

The Chairperson introduced the Panel and Council staff to the Applicant Representatives. Attendees signed the Attendance Registration Sheet.

The Liverpool Design Excellence Panel's (the Panel), comments are to assist Liverpool City Council in its consideration of the Development Application.

The absence of a comment under any of the principles does not necessarily imply that the Panel considers the particular matter has been satisfactorily addressed, as it may be that changes suggested under other principles will generate a desirable change.

All nine design principles should be considered and discussed. Recommendations should be made for each of the nine principles, unless they do not apply to the project. If repetition of recommendations occur, these may be grouped together but must be acknowledged.

### **2.0 DECLARATIONS OF INTEREST**

NIL

### 3.0 PRESENTATION

The applicant presented their proposal for 93-145 Hoxton Park Road, 49-51 Maryvale Avenue, Liverpool, 260 Memorial Avenue, Liverpool, 20 and 48 Dale Avenue, Liverpool (Vehicle access only).

### 4.0 DEP PANEL RECOMMENDATIONS

The nine design principles were considered by the panel in discussion of the Development Application. These are 1] **Context**, 2] **Built Form + Scale**, 3] **Density**, 4] **Sustainability**, 5] **Landscape**, 6] **Amenity**, 7] **Safety**, 8] **Housing Diversity + Social Interaction**, 9] **Aesthetics**.

The Panel acknowledges that the project has had a long time and history of reviews and preparation of the Planning Proposal and Site Specific DCP. The Panel considers the proposed design would benefit from further refinement of several elements, being contextual, built form or landscape related.

The Design Excellence Panel makes the following recommendations in relation to the project:

#### Context and Neighbourhood Character

1. The proposal is focused on the lots facing Hoxton Park Road. The Panel discussed at the meeting that the proposed built form is likely to be impacted by overshadowing caused by future potential development of the properties to the north of the subject site, facing Dale Avenue. The Panel recommends further investigation at a master plan level of the future potential built form outcomes on the adjoining properties, and its impact to the current proposal.
2. The Panel notes that acquisition of two lots addressing Dale Avenue enables vehicular access to the subject site from Dale Avenue while fully restricting access from Hoxton Park Road. As part of the further master plan investigation of the urban block, the applicant should test whether the lots to the north having greater depths present opportunity to add internal laneways to supplement vehicular access and connectivity with the main roads.
3. When testing lots to the north, determine what height the apartment buildings can be, before they adversely effect this proposal. Noting a transition in height from this development to the residential development on the north side of Dale Street would be preferred.
4. The proposal does not provide adequate information in regards to the built form and landscape design interface with the properties to the adjoining properties to the north, particularly on the Ground Floor. The Panel recommends the preparation of 1:200 site sections across the urban block between Hoxton Park and Dale Street.

5. The applicant should ensure all properties located within the urban block and addressing Hoxton Park Road should be incorporated in the master plan and the site boundary, regardless of the ownerships.
6. In regard to the overall building height and floor space ratio outcomes, the Panel expressed concern that the 6 storey form could be further maximised to potentially 8 or 9 storeys if the NSW Affordable Housing Bonus of 30% is further applied to the proposal. The applicant should address suitability of such 8 to 9 storey forms at this location.
7. The Panel is concerned that the site is expected to deliver 312 dwellings (excluding the 30% NSW Affordable Housing Bonus) in this location and the applicant has not provided any strategic level urban analysis. Additionally, the urban design and context analysis is inadequate to support this proposition.

#### **Built Form + Scale**

8. The Panel supports the applicant's strategy of providing a series of open spaces within their master plan and consideration is needed to further establish hierarchy or significance of these open spaces. For example – one of the open spaces aligns directly with the T-Way bus stop, which could be more significant and richer in its building and landscape design proposition compared to the remaining open spaces.
9. The Panel recognises the need for a clearly defined four-storey building base. Furthermore, the upper two levels above this base should incorporate a continuous setback to effectively manage both visual and overshadowing impacts on the proposed open spaces between buildings. A minimum 3m upper level setback is recommended by the Panel, to successfully manage scale impacts of the 6 storey form on its context.
10. The proposal presents a monotonous built form and height along the full frontage of Hoxton Park Road. The Panel recommends introduction of height modulation and greater building articulation to create visual interest within the streetscape. Noting corner buildings, as urban markers are typically taller than intermediate buildings to help define streets and edges.
11. The applicant should investigate whether the site has adequate communal open spaces on the proposed Ground Level with suitable deep soil for significant trees, and whether additional open spaces need to be provided over the rooftops and other instances within the built form.

#### **Landscape, Amenity, Sustainability**

12. The Panel does not support a relentlessly long basement megastructure as it creates several environmental, construction, buildability and potential future strata-related concerns. Furthermore, there are potential jurisdictional matters whether basements can be constructed below public streets and open spaces. Further redesign is needed and the applicant should ensure the basement design is delivered in at least 3 separate parts fully contained under the building footprints, to ensure genuine deep soil zones with medium and large canopy trees are achieved within the building separations on the Ground Floor.

13. The Panel questioned the applicant at the meeting regarding the status and delivery of the open spaces, streets and other public domain aspects within the master plan. The applicant should clarify with Council the quantum of open spaces expected to be delivered through the proposal in terms of numerical outcomes. The relevant square metres and dimensions should be included as part of the Site Specific Development Control Plan.
14. The Panel commends that the proposal establishes two new local streets connecting the subject site to Dale Avenue. The Panel recommends further consideration be given to the character and landscape design of these streets. The master plan and the Site Specific DCP should provide street sections at an adequate scale to document the landscape design intent.
15. The Panel is concerned with the viability of the future landscape spaces and its maintenance. The applicant should clearly recognise the intended ownership pattern of the proposed landscape spaces and whether these are expected to be designed, delivered, owned and managed by Council or by the applicant.
16. The Panel recommends consideration needs to be given to the Site Specific DCP to deliver sustainability outcomes which are significantly beyond the minimum BASIX requirements. Furthermore, incorporation of Water Sensitive Urban Design principles for water reuse for site irrigation. A suitably qualified specialist should be engaged to prepare a short report on the delivery of the ESD principles.
17. The Panel did not discuss matters related to the urban design principle - Safety. The proposed streets connecting to Dale Avenue have potential implications in terms of CPTED principles, and the applicant should address this as part of their urban design analysis.

### **Aesthetics**

18. The applicant shared the architectural renders of their buildings as part of their presentation. However, given the significance of the primary concerns expressed earlier in this report, the Panel has elected not to comment on detailed or secondary matters at this early stage, noting these are outweighed by the need to resolve the key urban design and planning matters first.

### **Panel Conclusion:**

1. The Panel does not support the proposal because the density, building height and dwelling yield are not underpinned by adequate strategic or urban design analysis. The scheme represents an overdevelopment of the site and a premature response to its broader planning and contextual considerations.
2. The proposal needs to be comprehensively reconsidered through a coordinated master planning process that resolves built form transitions, solar access, open space hierarchy, internal street network and staging feasibility to achieve a coherent and equitable outcome.



## Minutes

### 5.0 OUTCOME

The Panel have determined the outcome of the DEP review and have provided final direction to the applicant as follows:

The proposal is not supported by the DEP and must return to the panel, with all feedback incorporated or addressed.

# AGENDA

## GOVERNANCE COMMITTEE MEETING

15 July 2025

LEVEL 11, 50 SCOTT  
STREET, LIVERPOOL  
NSW 2170

LIVERPOOL  
CITY  
COUNCIL





You are hereby notified that a **Governance Committee Meeting** of Liverpool City Council will be held at **LEVEL 11, 50 SCOTT STREET, LIVERPOOL NSW 2170** on **Tuesday, 15 July 2025** commencing at 5:15 PM.

Please note this meeting is closed to the public. The minutes will be submitted to the next Council meeting.

If you have any enquiries, please contact Council and Executive Services on 8711 7441.

A handwritten signature in black ink, appearing to read "Jason Breton".

**Mr Jason Breton**  
CHIEF EXECUTIVE OFFICER

## ORDER OF BUSINESS

### PAGE TAB

#### Opening

#### Apologies

#### Declarations of Interest

#### Infrastructure and Planning Committee

ITEM 01	Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025.....	4	1
ITEM 02	Contributions Planning Framework Reform Project – Quarterly Status Report .....	18	2
ITEM 03	Liverpool Traffic Committee Endorsed Road/Traffic Facilities Tracking Update .....	32	3
ITEM 04	14 Niland Way, Casula.....	41	4

#### Budget Committee

ITEM 05	Interim Finance Report - June 2025 .....	49	5
---------	--	----	---

#### Strategic Priorities Committee

ITEM 06	Draft Disaster Relief Policy.....	53	6
ITEM 07	Policy Review - Civic Awards Policy.....	60	7
ITEM 08	Policy Review - Councillor and Staff Interaction Policy .....	74	8

#### Strategic Performance Committee

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council .....	97	9
---------	--	----	---

#### General Business

#### Close

<b>ITEM 01</b>	<b>Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	184180.2025
<b>Report By</b>	Siva Karthigesesh - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

### **EXECUTIVE SUMMARY**

At the Ordinary Meeting of Council on 12 December 2024, Council unanimously endorsed the quarterly reporting to Council (via Governance Committee) of progress on Planning Agreements both under negotiation and executed (Item – PLAN 05).

A Planning Agreement is a voluntary agreement or other arrangement between a planning authority and the Developer under which the Developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

The *Environmental Planning and Assessment Act 1979* (“EP&A Act”) provides the legislative framework for Planning Agreements, while Council’s Planning Agreements Policy provides clarity on the circumstances in which a planning agreement may be entered into, and the process that needs to be undertaken to execute a Voluntary Planning Agreement (VPA).

In accordance with this Resolution, this Report provides a quarterly update on the progress of Planning Agreements both under negotiation and executed.

### **RECOMMENDATION**

That the Governance Committee receives and notes this Report.

### **REPORT**

As of 23 June 2025, Council has seven (7) Planning Agreements “under negotiation”, with a further sixteen (16) Planning Agreements “executed”. Further detail on these Planning Agreements is provided in **Attachment 1**.

**INFRASTRUCTURE AND PLANNING COMMITTEE REPORT****FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	Facilitate economic development.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	<i>Environmental Planning and Assessment Act 1979</i> <i>Environmental Planning and Assessment Regulation 2001</i>
<b>Risk</b>	There is no risk associated with this Report.

**ATTACHMENTS**

- Attachment 1 - Planning Agreements Status Report - June 2025

ITEM 01 Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025  
Attachment 1 Attachment 1 - Planning Agreements Status Report - June 2025

Attachment 1 - VPA Status Report to Council at 23 June 2025

Date: 23/06/2025

No.	VPA Number	Applicant	Description	Location	Executed	Status Update
<b>VPA's Under Negotiations</b>						
1	VPA-39	Frasers	Delivery of works, lands and monetary contributions	Edmondson Park Town Centre(South) Lot 1-2 DP 1204198 and Lot 62 DP 1191356	N/A	Under negotiation
2	VPA-45	Landcom	Delivery of works, lands and monetary contributions	Edmondson Park Town Centre (North) All land within Edmondson Park Town Centre (concept plan approval), excluding Frasers Land (refer to VPA 39) & Campbelltown LGA	N/A	Under negotiation
3	VPA-59	Mirvac	Under Negotiation	Lot 2 DP 817692 Pleasure Point Road and Lot 1 DP 875804 Heathcote Road, Pleasure Point	N/A	Under negotiation
4	VPA-60	EG Property Group	Monetary contributions	1411 The Northern Road, Bringelly	N/A	Under negotiation
5	VPA-61	J.C & F.W. Kennett Pty Ltd	Under Negotiation	Lot 15 Glenfield Road, Casula	N/A	Under negotiation
6	VPA-63	Blue Fountain Pty Ltd	Monetary contributions	LOT 97 & 100 DP 1217431, Edmondson Park	N/A	Under negotiation
7	VPA-58	Bradfield Development Authority	Delivery of works, lands and monetary contributions	Bradfield	N/A	Under negotiation
<b>Executed VPAs - Delivery in Progress</b>						
1	VPA-05	Amarino Pty Limited	Remediation of the Designated Land Carrying out of the program of works for soil remediation, weed control, regeneration, re-vegetation for all Designated Land Conducting maintenance works described in the Vegetation Management Plan Drainage facilities	Lot 29 Cowpasture Road, Hinchinbrook	14/05/2014	VPA almost complete. Minor site clearing in progress prior to land dedication to Council.
2	VPA-08	Australian Turf Club Limited	Intersection upgrade of Governor Macquarie Drive and Munday Street, Share Pathway Constructions, Land dedication.	Inglis, Coopers Paddock, Warwick Farm (Australian Turf Club Limited)	14/05/2014	On going works and discussion in progress between applicant and Council.
3	VPA-09	Mirvac Homes New Brighton Golf Club	Preparation of a Vegetation Management Plan, Construction of shared pathway Riparian Planting, landscaping, recreation facilities Local drainage Reconstruction of Cantello Reserve Dog park	New Brighton Golf Course & Club, 43 Brickmakers Drive, Moorebank NSW 2170	21/09/2012	On going works and discussion in progress between applicant and Council. DA for Shared Pathway under assessment.
4	VPA-11	TanLane Pty Limited	Construction and dedication of shared pathways and recreation facilities, Development, completion and maintenance of VMP, embellishment and dedication of river foreshore	146 Newbridge Road, Moorebank NSW 2170	20/08/2008	VPA items all on track. At this stage, no works required.
5	VPA-12	Syesun Pty Limited	Embellishment and dedication of river foreshore, development, completion and maintenance of VMP, construction of pedestrian footpath	124 Newbridge Road, Moorebank NSW 2170	15/10/2012	Early discussions with applicant regarding potential new VPA or VPA amendment over site.
6	VPA-17	Daniel Biordi, Francesca Biordi, and Lorenzo Biordi	Contribution towards additional car parking spaces in the city centre as a result of the increased need for parking spaces.	220-230 Northumberland Street, Liverpool NSW 2170	13/08/2014	Monetary Contribution only - to be paid. Assessment of internal financial records in progress.
7	VPA-18	Gazcorp Pty Ltd	Homepride Avenue Roadworks; RMS Roadworks - Orange Grove Road	Liverpool Mega centre, 10 Orange Grove Road, Warwick Farm NSW 2170	25/08/2018	Required works to be as part of a DA that is expected to be submitted by 2026. No action required at this stage.
8	VPA-19	Shepherd Street Developments Coronation	Monetary Contribution; Pedestrian & Cycle Pathway	Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170	16/11/2017	
9	VPA-36	ZHC Investments Pty Limited	Affordable housing /affordable housing Lots	8 Hoxton Park Road, Liverpool NSW 2170	10/08/2021	VPA works subject to a DA.
10	VPA-37	Manta Group Pty Ltd Al-Somai Development Pty Ltd	Middleton Grange Town Centre VPA, DA-64/2007/C	Middleton Grange Town Centre	24/11/2022	VPA works yet to commence. Modification Application over the site currently under assessment.
11	VPA-42	Vicliz Pty Ltd	Leppington Town Centre VPA	1370 Camden Valley Way, Leppington NSW 2179	11/02/2022	No development activity over site to trigger VPA at this stage.
12	VPA-10	Giovanni DeFilippis & Amelia DeFilippis	Monetary Contribution	90 Flynn Ave, Middleton Grange NSW 2171	11/12/2012	Assessment of internal financial records in progress.
13	VPA-15	Sanfilippo Investments Pty Ltd	Monetary Contribution	75 Flynn Ave, Middleton Grange NSW 2171	15/01/2019	Assessment of internal financial records in progress.
14	VPA-34	Six Central Avenue Pty Ltd	Monetary Contribution	85 Flynn Ave, Middleton Grange NSW 2171	2012	Assessment of internal financial records in progress.
15	VPA-54	Giuseppe Morizzi and Rosa Morizzi	Monetary Contribution	80 Flynn Ave, Middleton Grange NSW 2171	2012	Assessment of internal financial records in progress.
16	VPA-55	Anthony John Natoli	Monetary Contribution	100 Southern Cross Ave, Middleton Grange NSW 2171	26/03/2012	Assessment of internal financial records in progress.

**Itemised Executed VPA Summary**

ITEM NO.	ITEM OF WORK	DESCRIPTION OF CONTRIBUTIONS	TIME OF COMPLETION	STATUS
<b>VPA-5 -Lot 29 Cowpasture Road, Hinchinbrook</b>				
1	Remediation of the Designated Land	Removal of any waste and subsequent fill (related to the removal of the waste) to existing or otherwise approved finished ground level.	Prior to the dedication of the Designated Land	In-Progress
2	Management of the Designated Land	Prepare the Vegetation Management Plan (that includes a staged program of works for, weed control, regeneration and re-vegetation) for the Designated Land and obtain the approval of Councillor that plan.	Prior to the dedication of the Designated Land	Complete
3	Management of the Designated Land	Carry out the program of works for soil remediation, weed control, regeneration and re-vegetation for all Designated Land as stipulated in the approved Vegetation Management Plan.	Twelve (12) months Prior to the dedication of the Designated Land.	In-Progress
4	Conduct maintenance works described in the Vegetation Management Plan.	Maintenance works described in the Vegetation Management Plan to optimise plant establishment and weed control.	Twelve (12) months after the dedication of the Designated Land.	Not started
5	Drainage Facilities	Construction of drainage channel between the Cowpasture Road and Hinchinbrook Creek and to the Government Road stormwater detention basin to the South, varying between 15m and 40m width and at an average depth of 1 metre.  In accordance with the drainage design approved as part of DA-926/2010	Prior to the issue of a subdivision certificate for a plan that when registered would create the first (1st) B6 Enterprise Corridor Lot  OR  Prior to issue of the first Development Consent for buildings on the Enterprise Corridor Land (except for temporary structures erected in conjunction with performing building works).	Complete
<b>VPA-8 - Inglis, Coopers Paddock, Warwick Farm (Australian Turf Club Limited)</b>				
1	Remediation of the Designated Land (zoned RE1)	Removal of any waste and subsequent fill (related to the removal of the waste) to existing or otherwise approved finished ground level. Removal and / or other appropriate management of site contamination as identified in, and in accordance with, the Site Contamination Report.	Prior to the dedication of the Designated Land	In-Progress
2	Management of the Designated Land	Carry out the program of works and maintenance as specified in the Vegetation Management Plan approved by Council	three (3) years from the dedication of the Designated Land to Council	In-Progress
3	Offset Works	Carry out offsetting works within the Designated Land in accordance with the ecological report 'Ecological Constraints Report Proposed Rezoning Lot 1 DP 581034 Coopers Paddock Governor Macquarie Drive Warwick Farm' prepared by Travers Bushfire & Ecology and dated August 2011 and accepted by the NSW Office of the Environment and Heritage and the VMP approved by Council.	Prior to the first to occur of:  (1) the issue of a Subdivision Certificate for a plan that when registered would create the first Industrial Lot; and  (2) the issue of an Occupation Certificate for any development on the Industrial Land	Complete
4A	Traffic Improvements	Governor Macquarie Drive to be widened to 2 lanes in each direction between the entrance to the Coopers Paddock Site and a new entrance into the ATC Site near the existing Old Tote Stand as shown in Annexure 2. The new carriage way is to be constructed on the southern side of the existing carriageway of Governor Macquarie Drive.	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete

4B	Traffic Improvements	Provision of the following works in both carriageways of Governor Macquarie Drive: • Lighting • Kerb and Guttering • Median Strip Contribution Value: N/A	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
4C	Traffic Improvements	Subject to Council approval, construct 2 new intersections at the Coopers Paddock and Governor Macquarie Drive intersection and proposed car park entrance at Governor Macquarie Drive as shown in Annexure 2.	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; (2) an a Final Occupation Certificate for any Development on the Industrial Land or; (3) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
5A	Bike/Pedestrian paths	The construction of shared bike / pedestrian paths of a minimum width of 2.5 metres located adjacent to Governor Macquarie Drive on the northern side of the existing carriageway, to run the length from the existing cycle path near the William Long Bridge to the Hume Highway (as shown on the plan attached as Annexure 2).	Prior to the issue of either:  (1) an a Final Occupation Certificate for any Development on the Industrial Land or; (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	In-Progress
5B	Bike/Pedestrian paths	The construction of a shared bike / pedestrian path of a minimum width of 2.5m within the Industrial Land (as shown on the plan attached as Annexure 2).	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; or (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	In-Progress
5B	Bike/Pedestrian paths	The construction of a shared bike / Pedestrian path of a minimum of 2.5 metres from Munday street to Warwick Farm Railway Station (as shown on the plan attached as Annexure 2)	Prior to the issue of either:  (1) a Subdivision Certificate for a Plan that when registered would create an Industrial Lot; or (2) an a Final Occupation Certificate for any Development on the Inglis Site, whichever occurs first.	Complete
<b>VPA-9 - New Brighton Golf Course &amp; Club, 43 Brickmakers Drive, Moorebank NSW 2170</b>				
1a	Pedestrian Path/Cycleway.	(a) Construction of a 2.5m shared pedestrian/bike pat within the George River foreshore land to be dedicated to Council (as shown in the Plan attached as Annexure 3.1).	Prior to the release of a Subdivision Certificate for a plan that when registered would created the 201st Residential Lot	In-Progress
1b	Pedestrian Path/Cycleway.	(b) Construction of a 2.5m shared pedestrian/bike path linking between the Georges River foreshore and Residential Land along the northern boundary of Lot 103 DP 1070029 to Brickmakers Drive (as shown on the Plan attached as Annexure 3.1)	Prior to the release of a Subdivision Certificate for a plan that when registered would created the 201st Residential Lot	In-Progress
1c	Pedestrian Path/Cycleway.	(c) Construction of a 2.5m shared pedestrian/bike network within the residential area in accordance with figure 5 of the DCP (as shown on the Plan attached as Annexure 3.1)	Prior to the release of a Subdivision Certificate for a plan that when registered would created the first Residential Lot fronting the proposed work	Complete

2	Landscaping and improvements to open space areas.	(a) Preparation of a Vegetation Management Plan to the satisfaction of Council that defines planting offsets required as a consequence of any possible clearing works. (See Annexure 3.2 Vegetation Offsetting Requirements).	Prior to the lodgement of the Development Application for the Development which includes the first Residential Lot, or the proposed Works to be undertaken on the Golf Course located on the Land, whichever comes first.	Not started
		(b) Riparian Planting within the Public Recreation Land along the foreshore (in accordance with an approved Vegetation Management Plan) and adjacent to cycleway links and golf course land. This includes the allowance for potential vegetation offsetting.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the 201st Residential Lot	In-Progress
		(c) Construction of a perimeter fence around the basin located on the southern boundary of Lot 2210 DP 1090818 (adjacent to Area 5 as shown in the Plan attached as Annexure 3.3), the design of which must be approved by Council in writing.	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
		(d) Landscaping and recreational facilities provided on Lot 1 within the community Scheme established as part of the Development comprising community swimming pool, mixed use court, cabana and meeting place, seating and BBQs.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot fronting the proposed work	In-Progress
		(e) Reconstruction of Cantello Reserve Dog Park within Cantello Reserve (refer to 'Relocation of Dog Park Plan' in Annexure 3.3).	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
3	Public access to link Georges River Foreshore and Cantello Reserve	(a) Construction of 8 metre wide access and easement to enable the public to traverse under the M5 Motorway as shown in Annexure 3.3. The design must be approved by Council in writing.	The later of the Golf Course (south of M5) being open to the public, or a Subdivision Certificate being issued for a plan that when registered will create the 201st Residential Lot	In-Progress
4a	Local Drainage facilities	(a) Installation of two (2) Gross Pollutant Traps (GTPs). (refer to 'Street Design and Treatment Plan' in Annexure 3.4). The design must be approved by Council in writing.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot.	In-Progress
4b	Local Drainage facilities	(b) Construction of water quality control ponds (refer to 'Street Design and Treatment Plan' in Annexure 3.4). The design must be approved by Council in writing.	Prior to the release of a Subdivision Certificate for a plan that when registered would create the first Residential Lot.	In-Progress
<b>VPA-10 - 90 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
<b>VPA-11 - 146 Newbridge Road, Moorebank NSW 2170</b>				
3b	Construction of "Bike/Pedestrian Path" through the Southern Island Section Designated Land as shown on the plans attached as Annexure 1 and marked as "D"	3 metres wide. Entire length of river foreshore reserve within the Northern Island Section Designated Land. 100mm reinforced concrete for maintenance vehicles.	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Not Started
4a	Construction and dedication of Bike/Pedestrian Path Link to Brickmakers Drive as shown on the plan attached as Annexure 1 as marked as "H1"	2.5 metres wide. From bridge to edge of RE2 Land	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Complete
4b	Construction and dedication of Bike/Pedestrian Path Link to from the edge of the R3 Land through the RE2 Land to the Designated Land as shown on the plan attached at Annexure 1 as marked as "H2"	2.5 metres wide. From river foreshore following route of drainage corridor to the edge of the R3 Land.	By the earlier of: 1) the time by which the Southern Island Section Designated Land is required to be dedicated under this agreement; or 2) the Completion of the embellishment works within the Southern Island Section Designated Land.	In Progress
5	Construction of passive recreation facilities on the Designated Land.	Covered area seating 12 4 park benches	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	In Progress

6	Dedication of "Drainage Channel" will occur in three stages as illustrated by notations E1, E2 and E3 on Annexure 1 however all stages are subject to the Time for Completion noted in this row.	Zoned SP2 drainage Located along the northern and eastern boundaries of the property.	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and fifty first (151st) Residential Lot within the Development	Complete
7	Acquisition and dedication of stratum lot comprising the road bridge over drainage channel, embankment and road to Brickmakers Driver as well as the completion of the construction of the road bridge within that stratum lot as shown on the plan attached as Annexure 1 and marked as "F"	2 vehicle lanes 2.5 metres wide shared bike/pedestrian path Flood free level	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the first (1st) Residential Lot within the Development	In Progress
8	Construction and dedication of "Pedestrian Access to Newbridge Road" more or less in the position on the plan attached as Annexure 1 marked as "G" and a pedestrian path within the public verge along the entire length of the Land frontage to Newbridge Road.	9 metres wide 1.5 metre wide pedestrian paths Landscaped and planted To Council specifications	Prior to the issue of a Subdivision Certificate for a plan that when registered would create the one hundred and seventy fifth (175th) Residential Lot within the Development	In Progress
9	Dedication of an easement over the Land for access for the purpose of allowing Council to undertake maintenance to the River Foreshore Land more or less in the position on the plan attached as Annexure 1 marked as "I".	Easement to more or less follow route of bike path marked as "H" on the plan attached as Annexure 1.	Upon dedication of the River Foreshore Land to Council	Not Started
<b>VPA-12 - 124 Newbridge Road, Moorebank NSW 2170</b>				
1a	Embellishment of River Foreshore Land	Removal of waste and fill to existing or otherwise approved finish ground level as detailed in a Council approved flood study.	Prior to issue of any construction certificate applying to the land for development with the exception of a construction certificate for minor site works, roads, and services to meet obligations of agreement and prior to the issue of any construction certificate for development of more than 10% (1850sqm) of the B6 Enterprise Corridor Zoned Land for a Garden and Landscape Supplies purpose.	Not Started
1b		Removal of visible surface waste on foreshore.		
1c		Removal or other appropriate management of site contamination.		
1d	Dedication of River Foreshore Land to Council. The River Foreshore Land is as identified on Annexure 2 and marked as "A" subject to a fifty metre (50m) wide easement for maritime vessel access and drainage more or less in the location shown on the plan attached as Annexure 1.	Dedication of the River Foreshore land to Council.	By the earlier of:  (1) the completion of the filling works associated with works described in DA-309/2011; and  (2) a written request being made by Council	Not Started
2a	Development of a Vegetation Management Plan and offset Strategy	Plan developed by consultants for initial planting and maintenance of River foreshore land and approved by Council.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
2b	Completion of works described in the Vegetation Management Plan	Removal of noxious weeds. Restored and enhanced vegetation in keeping with surrounding indigenous species in accordance with an approved Vegetation Management Plan.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
2c	Conduct of maintenance works described in the Vegetation Management Plan	As set out in the Vegetation Management Plan	One (1) year after the dedication of the River Foreshore Land.	Not Started
3a	Construction of 'Bike/Pedestrian Path' as shown on the plan attached as Annexure 2	3 metres wide.	Prior to issue of any construction certificate applying to the land for development. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
3b		Entire length of river foreshore reserve.		
3c		100mm reinforced concrete for maintenance vehicles.		

3d	Construction of pedestrian footpath along northern boundary of site within Newbridge Road verge.	1.5m wide for the entire length of the part of the allotment zoned RE2 Private Recreation.	In conjunction with any development of the RE2 Zoned portion of the land. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
3e	Construction of pedestrian footpath along northern boundary of site within Newbridge Road verge.	1.5m wide for the entire length of the part of the allotment zoned B6 Enterprise Corridor.	In conjunction with any development of the B6 Enterprise Corridor Zoned portion of the land. This excludes construction certificates for minor site works, roads, and services to meet obligations of agreement.	Not Started
<b>VPA-15 - 75 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-Progress
<b>VPA-17 - 220-230 Northumberland Street, Liverpool NSW 2170</b>				
	Monetary Contribution		Prior to the issue of any Construction Certificate	Not Started
<b>VPA-18 - Liverpool Mega centre, 10 Orange Grove Road, Warwick Farm NSW 2170</b>				
1	Homepride Avenue Road Works	Roadworks which will include the rehabilitation of the road surface and construction of a pedestrian access on the Homepride Avenue Land as shown in Annexure 2.	Commencement The obligation to undertake this item of Work will commence on the earlier of: (1) three (3) months after the receipt of a notice under clause 7.1(2); or (2) on the date e Developer enters into an agreement or other transaction which enables it to undertake the Works.  Completion The Developer must Complete the Works in accordance with this Planning Agreement within six (6) months of commencement of work.	Not Started
2	RMS Roadworks - Orange Grove Road/Viscount Place Intersection	Roadworks which will include:  (a) Construction of a 90 metre long left turn slip lane on the north approach to the signalised intersection of Orange Grove Road and Viscount Place. Any land components required for the provision of the slip lane will be dedicated to RMS by the Developer as public road at no cost to RMS; and  (b) Extend dual right turn lanes on the south approach to 120 (adjacent median) and 180 metres (adjacent through lane); and  (Note - the above road works shall be designed and constructed in accordance with Austroads and RMS supplements)	Commencement The obligation to undertake this Item of Work will commence following the granting of the Construction Certificate for the Development.  Completion The Developer must Complete the Works in accordance with this Planning Agreement prior to the issue of an Occupation Certificate for the Development.	Not Started

3	RMS Roadworks - Hume Highway / Homepride Avenue Intersection	<p>A geometric road design concept plan of the roadworks outline in this Item of Work below on either a scaled aerial photograph and/or survey plan.</p> <p>Roadworks which will include an extension of the existing right turn storage bay on the east approach to Homepride Avenue within the constraints of the existing Hume Highway corridor.</p>	<p>The geometric road concept plan is to be submitted to RMS for review and "in principle" endorsement prior to the granting of the Development Consent for the Development.</p> <p>Roadwork Commencement The obligation to undertake this Item of Work will commence following the granting of the Construction Certificate for the Development.</p> <p>Roadwork Completion The Developer must Complete the Works in accordance with this Planning Agreement prior to the issue of an Occupation Certificate for the Development.</p>	Not Started
<b>VPA-19 - Paper Mill Eatery, 20 Shepherd Street, Liverpool NSW 2170</b>				
1	Transport Service	<p>Establish and operate a publicly accessible shuttle bus service that connects the Development to the Liverpool CBD on the following basis:</p> <ol style="list-style-type: none"> <li>1. The service is to be at no cost to the public</li> <li>2. The service must operate between the Development and Liverpool Railway Station.</li> <li>3. the service must collect and drop off passengers at the Development, Casula Railway Station and Liverpool Station.</li> <li>4. The service must be provided on each weekday during the year that is not a public holiday in NSW.</li> <li>5. Shuttle bus to under take 6 trips at 20 minutes intervals in each of the AM peak hour and the PM peak hours. The first trip in the AM peak hour will depart the Development at 7:15. The first trip in the PM peak hour will depart Liverpool Station at 17:45</li> <li>6. The service must be provided using a wheelchair accessible air conditioned vehicle with a capacity of approximately 70 passengers.</li> </ol>	<p>The bus service must:</p> <ol style="list-style-type: none"> <li>1. commence on a date that is prior to the issue of any Occupation Certificate for the 600th dwelling within the Development; and</li> <li>2. continue for five (5) years from the date of the issue of any Occupation Certificate for the 600th dwelling within the Development.</li> </ol>	In-Progress
2	Bike share pods	Construction of three (3) bike share pods (being one (1) at the Development, one (1) at Liverpool railway station and one (1) at Casula railway station, each having an area of approximately 3 sq meters.	On or before the issue of any Occupation Certificate for the 600th dwelling within the Development.	Complete
3	Publicly accessible car share spaces	Line marking of parking spaces in the public domain for approximately three (3) but not more than four (4) cars used in car sharing arrangements.		Complete
4	Woodbrook Road pedestrian and cycle underpass	Undertake works to the Woodbrook Road underpass sufficient to allow the underpass to be re-opened for pedestrians and cyclists only, including pedestrian and cycle pathway, removing fences and landscaping beautification works.	Prior to the issue of any Occupation Certificate for the 600th dwelling within the Development	In-Progress

5	Local Traffic Infrastructure Contribution	<p>Contribution towards local traffic and transport infrastructure and service infrastructure.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	In-Progress
6	Regional Traffic Infrastructure Contribution	<p>Contribution towards regional traffic and transport infrastructure and service infrastructure.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	In-Progress
7	Bank Stabilisation	<p>1. Construction of bank stabilisation works based on the specialist engineering design satisfactorily approved through an independent peer review process. Scope of the stabilisation works is defined by the necessary geomorphic assessment ensuring that the proposed stabilisation works will have no adverse impact to the downstream of the river up to the Liverpool Weir at both side of the riverbank. Any mitigation works including but not limited to the riverbank stabilisation works at the opposite of the riverbank necessitated as a result of the proposed slope stabilisation works will also form part of the scope.</p>	On or before the issue of any Occupation Certificate for the 500th dwelling within the Development.	Complete

ITEM 01  
Attachment 1

Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025  
Attachment 1 - Planning Agreements Status Report - June 2025

		<p>2. scope of the works is also defined by fully certified engineering design to a) protect the proposed properties and buildings along the Shepherd Street b) protect the proposed Riverwalk works as per item 8 and specified below.</p> <p>3. design methodology, option and material selection shall be based on the due consideration of ongoing operation and maintenance expenses.</p> <p>4. construction of the stabilisation works will ensure the accommodation of the Riverwalk works included in the item 8 and the Riverwalk works may be constructed not directly over the stabilized bank, but also on available ground in front of the river subject to an agreed future design.</p>		
8	Riverwalk works	<p>1. Construction of Riverwalk works (with minimum 3.5m clear width) either along the riparian zone including necessary transitional connection of Riverwalk and existing pedestrian/cycleway pathway at Mill Park as per the design works being undertaken by Council, and up to the existing footpath at Atkinson Street;</p> <p>or along Shepherd Street including necessary transitional connection of the Riverwalk and existing pedestrian/cycleway pathway at Mill Park and up to the existing footpath at Atkinson Street.</p> <p>2. Construction of at least one viewing platform.</p>	On or before the issue of any Occupation Certificate for the 500th dwelling within the Development.	In-Progress
9	Pedestrian & Cycle Pathway Upgrade	Construction of an upgrade to the existing path way along the riparian zone north of the Development through Lighthorse Park to Newbridge Road as shown on the plan attached as Annexure 1, to be 4m wide reinforced concrete/fibrecrete with lighting.	On or before the issue of any Occupation Certificate for the 310th dwelling within the Development.	Complete
10	Rehabilitation of riparian zone	Rehabilitation of the riparian zone along the river adjacent to the Development and north to Lighthorse Park, including replanting where relevant. Rehabilitation is as per Ecology, Biodiversity, Flora Fauna and Riparian Assessment report prepared by ACS Environmental Pty Ltd dated March 2016, including rehabilitation of degraded vegetation areas, and restoration of native vegetation in accordance with the species identified in the report, including replanting where relevant.	On or before the issue of any Occupation Certificate for the 600th dwelling within the Development.	In-Progress

11	Open Space Contribution	<p>Monetary contribution to be used by Council for Open Space within the Liverpool City Centre.</p> <p>The contribution must be paid for each dwelling erected on 20 Sheperd Street in excess of 309.</p> <p>The contribution must be paid for each dwelling erected on 26 Shepherd Street in excess of 87.</p> <p>The contribution must be paid for each dwelling erected on 28 Shepherd Street in excess of 184.</p> <p>The contribution must be paid for each dwelling erected on 32-34 Shepherd Street in excess of 126.</p> <p>the contribution must be paid for each dwelling erected on 31 Shepherd Street in excess of 127.</p> <p>the contribution must be paid for each dwelling erected on 33 Shepherd Street in excess of 119.</p>	On or before the issue of any Occupation Certificate for the relevant dwelling.	Complete
<b>VPA-34 - 85 Flynn Ave, Middleton Grange NSW 2171</b>				
	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress
<b>VPA-36 - 8 Hoxton Park Road, Liverpool NSW 2170</b>				
Schedule 3	Provision of Affordable Housing Lots	<p>The aggregate Gross Floor Area of the Affordable Housing Lots must be no less than five per cent (5%) of the Gross Floor Area of all residential lots within the Development and must comprise at a</p> <p>Upon the registration of any strata plan of subdivision with respect to the Development.</p> <p>minimum the following composition Affordable of Housing Lots:</p> <p>(1) 1 x 1 Bedroom Affordable Housing Lot.</p> <p>(2) 2 x 2 Bedroom Affordable Housing Lot.</p> <p>(3) 1 x 3 Bedroom Affordable Housing Lot.</p> <p>standard to all other residential lots with a similar and comparable standards to all other residential lots within the development.</p>	Upon the registration of any strata plan of subdivision with respect to the Development.	Not started
Schedule 4	Monetary Contribution		Within sixty (60) days of Instrumental Change being made.	Not started
<b>VPA-37 - Middleton Grange Town Centre</b>				
B1	New Park 2	<p>Dedication of New Park 2 to Council.</p> <p>The area comprising the New Park 2 will be generally consistent with the area coloured blue and marked "PARK 2" at Schedule 5.</p> <p>The land within New Park 2 to be dedicated to Council is the land not currently owned by Council that will be zoned RE1</p>	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
B2	New Park 2	The embellishment of New Park 2	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started

C1	Intersections to the Town Centre	Construction of a signalised intersection at Main Street and Flynn Avenue and the intersection for the new proposed access land and Flynn Avenue, being the location marked "A" on the plan at Schedule 7.	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C2	Intersections to the Town Centre	Construction of a roundabout at Southern Cross Avenue and Main Street, being the location marked "B" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C3	Intersections to the Town Centre	Construction of a T-intersection at Southern Cross Avenue and Middleton Drive (Road No.9), being the location marked "C" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
C4	Intersections to the Town Centre	Construction of a T-intersection at Southern Cross Avenue and Bravo Avenue, being the location marked "D" on the Plan at Schedule 7	On or before the issue of any Occupation Certificate in Stage 1 of the Development	Not started
D	Cowpasture Road Intersection, and Flynn Avenue to Ulm Street upgrade and provision of an additional lane works to enable delivery of 4 lanes	Construction of an upgrade to Cowpasture Road intersection, Flynn Avenue from Qantas Boulevard to Ulm Street as a widened 4 lane road within the existing road reserve, in consultation with Council, generally consistent with:  - the Cowpasture to Ulm Street road works plan at Schedule 8; and - the Location Plan at Schedule 6 showing the extent of the upgrade to Cowpasture Road intersection, Flynn Avenue from Qantas Boulevard to Ulm Street, hatched in the colour green.	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
E	Upgrade of Southern Cross Avenue	Construction of a road upgrade and services for Southern Cross Avenue to a standard comparable to the existing Southern Cross Drive between the western boundary of the Land to the Middleton Grange Primary School, as shown by green hatching in the Location Plan at Schedule 6 and including the section of unconstructed road opposite the site as indicated in the area outlined in red at Schedule 10.	Prior to the issue of any Occupation Certificate for the retail development on Lots 5 and 6.  The upgrade will be included in the development application for Lots 5 and 6	Not started
F	Culvert, drainage and shared road works wholly within Lot 102 DP 1128111 - Public Reserve	Construction of the culvert and drainage works approved under the Modification DA-64/2007/C Wholly within Lot 102 DP 1128111	Prior to the issue of any Occupation Certificate in Stage 1 of the Development	Not started
H	Not applicable	A total Monetary Contribution of up to \$8,000,000 calculated by reference to the Gross Floor Area of each building in the Development above the threshold of 72,000 m2 of Gross Floor Area in the Development.	Prior to the issue of any Occupation Certificate for the relevant building creating Gross Floor Area.	Not started
<b>VPA-42 - 1370 Camden Valley Way, Leppington NSW 2179</b>				
1	Social Court	Broom finish concrete surface plaza with outdoor seating and tree plantings. Informal recreation elements (i.e. basketball/netball hoop, bocce court etc.)  Width 20m, length 20m, area 400m2	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
2	Walking Loop	Broom finished concrete. Width 2.5m, length 180m, area 450m2	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started

ITEM 01  
Attachment 1

Voluntary Planning Agreements (VPA) - Quarterly Status Report - July 2025  
Attachment 1 - Planning Agreements Status Report - June 2025

3	Link Across Riparian Corridor (Boardwalk/Bridge)	Broom finished concrete path connecting to boardwalk spanning riparian corridor.  Structure: steel and timber. Decking: recycled plastic. Balustrade: steel and timber. Width 3.5m, length 70m, (actual span of boardwalk to be acceptable to Council) area 245 m2.	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
4	Pedestrian Crossing	Raised, marked pedestrian crossing in accordance with AS 1742.10. Pedestrian refuge to be included, if required. Width 3.6m and length 17m	Prior to the issue of the first subdivision certificate which, when registered would create a lot that is intended to be sold for residential purposes and which is not a super lot intended to be further subdivided or a lot intended to be acquired by Council.	Not started
<b>VPA-54 - 80 Flynn Ave, Middleton Grange NSW 2171</b>				
1	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress
<b>VPA-55 - 100 Southern Cross Avenue, Middleton Grange NSW 2171</b>				
1	Monetary Contributions		Prior to the issue of a Subdivision Certificate	In-progress

<b>ITEM 02</b>	<b>Contributions Planning Framework Reform Project – Quarterly Status Report</b>
----------------	--

<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	184181.2025
<b>Report By</b>	Siva Karthigesesh - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

### **EXECUTIVE SUMMARY**

Under existing conditions, Council's Contributions Planning Framework comprises seven (7) "in force" Contributions Plans that apply to development proposals across the Local Government Area (LGA). Analysis has shown however that a portion of the existing Framework no longer aligns with Council's infrastructure priorities.

Furthermore, the development yields and/or trends that informed the Plans at the time of their preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives. In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, at the Governance Committee Meeting (GCM) on 9 July 2024 Council endorsed:

- the phased reform of Council's Contributions Planning Framework to ensure consistency with industry best practice and provide the financial stability required to fund the essential infrastructure and services our growing communities need; and
- to receive quarterly updates on the progress of the program to transform Council's Contributions Planning Framework.

A copy of the Committee Report is provided in **Attachment 1**.

This Report provides a quarterly update on the Contributions Planning Framework Reform Project (“Reform Project”), and responds to the following Council Resolution captured at the GCM on 15 April 2025:

*Confirm that the approach undertaken to update the Established Areas Contributions Plan in 2019 was consistent with industry best practice, and report back to the Governance Committee.*

## **RECOMMENDATION**

---

That the Governance Committee receives and notes this Report.

## **REPORT**

---

### **Background**

A phased approach has been adopted for the Reform Project, with the initial focus (Phase 1) being on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*. Subsequent phases of the project will focus on the:

- Growth Areas Contributions Plans including the *Liverpool Contributions Plan 2021 – East Leppington*, *Liverpool Contributions Plan 2021 – Austral and Leppington North* and *Liverpool Contributions Plan 2008 – Edmondson Park*;
- Preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct; and
- Preparation of a s7.11 or s7.12 Contributions Plan to complement the Moore Point Planning Proposal.

Phase 1 of the Reform Project is anticipated for completion by the end of 2026.

### **Progress Update**

Since the last update provided at the April 2025 GCM, the following key activities have been completed on the Reform Project:

- Finalising the scoping documents and document the proposed approach for reviewing Phase 1 Contributions Plans, informed by feedback from both internal units and key external agencies;

**INFRASTRUCTURE AND PLANNING COMMITTEE REPORT**

---

- Continuing internal collaboration to address identified gaps in strategic studies and infrastructure planning, ensuring alignment with the Community Strategic Plan, housing targets, population growth forecasts, and technical studies; and
- Commencing preparation of key supporting documentation required to accompany the formal submission of updated Contributions Plans for IPART's review process.

In addition, City Planning also presented an update on the Reform Project to the Audit, Risk and Improvement Committee (ARIC) on 9 July 2025.

Over the next six months, the Reform Project will focus on commissioning the supporting technical studies required to inform the additional infrastructure required – transport, open space, drainage, community facilities – to support the population catchments of the Phase 1 Contributions Plans. Following completion of the technical studies, work will commence on updating the Phase 1 Contributions Plans to reflect the recommendations of the technical studies and internal audit.

**Local Infrastructure Acceleration Program**

In December 2024, Council received correspondence from the Department of Planning, Housing and Infrastructure (DPHI) inviting Council to participate in the Local Infrastructure Acceleration Program. A copy of the DPHI correspondence is provided in **Attachment 2**.

The Program has been developed to assist Councils to better plan, coordinate and spend infrastructure contributions and will pilot direct technical assistance to accelerate expenditure. Furthermore, the Program will involve a health check to assess the current contributions framework and process for expenditure, deliver proposals for plan preparation, amendment or repeal and undertake associated infrastructure planning and costing.

Council has subsequently accepted the offer to participate in the Program and will utilise the opportunity to dovetail the Program outcomes with Phase 1 of the Reform Project.

As of early June 2025, DPHI has completed a series of workshops with various Council teams – from contributions planning, infrastructure design, property services and infrastructure delivery – and has commenced preparation of a summary report and recommendations for Council consideration. DPHI has also undertaken a benchmarking exercise of our neighbouring Council's to identify any key lessons learned in the Contributions Planning space that could be adopted for the Liverpool context.

### **Established Areas Contributions Plan**

At the GCM on 15 April 2025, Council endorsed the following Resolution:

*Confirm that the approach undertaken to update the Established Areas Contributions Plan in 2019 was consistent with industry best practice, and report back to the Governance Committee.*

Following the Council Resolution, an investigation was undertaken to ascertain whether the approach undertaken by Council to update the *Liverpool Contributions Plan 2018 – Established Areas* (“Established Areas Contributions Plan”) was consistent with industry best practice.

Council records indicate that the proposed amendments to the Established Areas Contributions Plan was endorsed for public exhibition at the Ordinary Meeting of Council on 29 April 2020 (Item EGROW 05). A copy of the Council Resolution is provided in **Attachment 3**.

Following the public exhibition, the proposed amendments were subsequently adopted on 10 June 2020.

Following the review, it is concluded that the process undertaken by Council to amend the Established Areas Contributions Plan in 2020, including the public exhibition and legal review, followed standard procedures and aligned with relevant NSW Government guidelines in force at that time.

### **FINANCIAL IMPLICATIONS**

---

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	<p>Deliver and maintain a range of transport related infrastructure such as footpaths, bus shelters and bikeways.</p> <p>Deliver a high-quality local road system including provision and maintenance of infrastructure and management of traffic issues.</p> <p>Facilitate economic development.</p>
<b>Environment</b>	<p>Protect, enhance and maintain areas of endangered ecological communities and high-quality bushland as part of an attractive mix of land uses.</p> <p>Support the delivery of a range of transport options.</p>
<b>Social</b>	<p>Preserve and maintain heritage, both landscape and cultural as urban development takes place.</p> <p>Regulate for a mix of housing types that responds to different population groups such as young families and older people.</p>
<b>Civic Leadership</b>	Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	<p><i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act)</i></p> <p><i>Environmental Planning and Assessment Regulation 2021 (EPAR)</i></p>
<b>Risk</b>	The risk is deemed to be Low and within Council's risk appetite.

**ATTACHMENTS**

- Attachment 1 - Contributions Planning Framework Reform Project - GCM Report - 9 July 2024
- Attachment 2 - DPHI Local Infrastructure Acceleration Program - Council Invitation Correspondence - December 2024
- Attachment 3 - Ordinary Meeting of Council Minutes - 29 April 2020

<b>ITEM 01</b>	<b>Reform of Council's Contributions Planning Framework</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Position Council as an industry leader that plans and delivers services for a growing city
<b>File Ref</b>	175188.2024
<b>Report By</b>	Claire Scott - Coordinator Contributions Planning
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

This Report is to inform Council on a proposed program to transform Council's Contributions Planning Framework that applies to lands within the Liverpool Local Government Area (LGA).

Under existing conditions, Council's Contributions Planning Framework comprises six (6) "in force" Contributions Plans that apply to development proposals across the LGA. Analysis has shown however that a portion of the existing Framework no longer aligns with Council's infrastructure priorities.

Furthermore, the development yields and/or trends that informed the Plans at the time of their preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives. In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, City Planning will commence work on a program to transform Council's Contributions Planning Framework to ensure consistency with industry best practice, effectively meets the infrastructure and services needs of our growing communities, and provides the financial stability required to fund the essential infrastructure and services.

**RECOMMENDATION**

That the Governance Committee meeting

1. Receives and notes this Report.
2. Notes the phased approach to the transformation program of Council's Contributions Planning Framework, with the initial phase (Phase 1) focusing on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*.
3. Receives quarterly updates on the progress of the program to transform Council's Contributions Planning Framework.

**REPORT****Background**

Liverpool City Council has applied developer contributions since 1992, with the first Contributions Plans focused on individual catchment areas such as Green Valley / Hinchinbrook, Casula East, Casula West, Cecil Hills, and Wattle Grove.

Developer contributions are charged by Council when new development occurs. Once collected, contributions help fund essential infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management.

As growth accelerated across the LGA, former Plans were consolidated, and new Plans created to effectively manage the provision of infrastructure necessitated by new development proposals.

Under existing conditions, Council currently has six (6) "in force" Contributions Plans that apply to development proposals across the LGA. However, previous repealed Plans (shown in italics below) may still be in operation via Development Application Consent Conditions. Rates collected under repealed Plans are allocated against initiatives in the current Contribution Plans, as incomplete works were carried forward into these Plans.

- Liverpool Contributions Plan 2008 – Edmondson Park
- Liverpool Contributions Plan 2009
  - *Former Liverpool Contributions Plan 2001*
    - *Former multiple – 'Plan 1 – 12'*
    - *Rural areas*

- Liverpool Contributions Plan 2014 – East Leppington
  - Soon to be repealed and replaced by the IPART-reviewed *Liverpool Contributions Plan 2021 – East Leppington*
- Liverpool Contributions Plan 2018 – Liverpool City Centre
  - *Former Liverpool City Centre 2007*
  - *Former Liverpool City Centre 2001*
- Liverpool Contributions Plan 2018 – Established Areas
  - *Former Plan 10 – Established Areas*
  - *Former Plan 11 – City-wide Infrastructure*
- Liverpool Contributions Plan 2021 – Austral and Leppington North
  - *Liverpool Contributions Plan 2014 – Austral and Leppington North*

Council does however have an additional draft Contributions Plan (s7.12) for the Aerotropolis Precinct that is currently awaiting approval from the NSW Minister for Planning and Public Spaces. Being a Section 7.12 Plan, the Plan is considered an interim plan to allow preliminary development to occur within the Aerotropolis Precinct.

It is acknowledged by both Council and the Department of Planning, Housing and Infrastructure (DPHI) that upon Ministerial approval of the draft Aerotropolis (s7.12) Contributions Plan, work will need to commence on the preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct.

#### **Section 7.11 Contributions v Section 7.12 Contributions**

Local infrastructure contributions can be collected via two distinct funding pathways – Section 7.11 contributions and Section 7.12 contributions. Detail on the differences between these two funding pathways is provided in Table 1.

*Table 1 – Differences between Section 7.11 and Section 7.12 contributions*

Section 7.11 Contributions	Section 7.12 Contributions
<p>Charged where there is a clear nexus between the development proposal and the infrastructure to be funded.</p> <p>Councils prepare Section 7.11 Contributions Plans that clearly articulates what infrastructure will be provided and approximately how much it will cost. This is used to calculate a contribution rate, usually charged per dwelling or per square metre.</p> <p>Importantly, Councils that want to charge a contribution rate above the threshold set by the Minister for Planning and Public Spaces must submit their Plans to the Independent Pricing and Regulatory Tribunal (IPART) for an independent review.</p> <p>Upon completion of the independent review, the IPART subsequently forwards their recommendations to the Minister for Planning and Public Spaces for consideration and approval. Upon Ministerial approval, Council must amend the draft Section 7.11 Contributions Plan in line with the Ministerial approval and seek Council endorsement to make the changes operational.</p> <p>Once submitted to the IPART for review, IPART-reviewed Section 7.11 Contributions Plans typically take 18-24 months to enact.</p> <p>Section 7.11 was previously known as Section 94.</p>	<p>Charged as a percentage of the estimated cost of the development proposal. The maximum percentage that can be charged in most areas is 1%.</p> <p>To seek a higher rate above the 1% threshold, Councils must submit their Section 7.12 Contributions Plans to the Minister for Planning and Public Spaces for a review. If supported and approved by the Minister, Council must amend the draft Section 7.12 Contributions Plan in line with the Ministerial approval and seek Council endorsement to make the changes operational.</p> <p>Section 7.12 was previously known as section 94A.</p>

**Case for Contributions Planning Framework Reform**

City Planning commissioned a desktop audit of Council's current Contributions Planning Framework to ascertain the suitability of Framework to effectively fund, and support delivery of, essential infrastructure and services associated with ongoing development growth across the LGA.

In essence, the audit identified that a significant portion of Council's current Contributions Planning Framework is considered outdated in so far that they no longer align to current strategies, policies and environmental plans.

Furthermore, development yields and/or trends that informed the Plans at the time of preparation are either no longer applicable or have shifted to such an extent that the contributions being collected are not sufficient to deliver the identified Plan initiatives.

Specifically, the audit highlighted that:

- Council's Growth Areas are currently facing a significant shortfall in financing the listed land and works program;
- Contributions Plans for the Liverpool City Centre and Established Areas include items that no longer align to the development of the area or vision of Council and the community; and
- Items under the Section 7.12 Contributions Plans are severely underestimated in their costs, making it difficult to achieve their delivery.

In combination, this is placing financial and asset delivery risks onto Council, and reputational risk to our growing communities.

To address this issue, City Planning will commence work on a program to transform Council's Contributions Planning Framework to ensure consistency with industry best practice, effectively meets the infrastructure and services needs of our growing communities, and provides the financial stability required to fund the essential infrastructure and services.

**Next Steps**

It is proposed to adopt a phased approach for the transformation program, with the initial focus (Phase 1) being on the review and reform of the *Liverpool Contributions Plan 2009*, *Liverpool Contributions Plan 2018 – Established Areas*, and *Liverpool Contributions Plan 2018 – Liverpool City Centre*.

Subsequent phases of the program will focus on the:

- Consolidation of the soon-to-be endorsed *Liverpool Contributions Plan 2021 – East Leppington*, the *Liverpool Contributions Plan 2021 – Austral and Leppington North* and

the *Liverpool Contributions Plan 2008 – Edmondson Park* into a single Section 7.11 Contributions Plan; and

- Preparation of a corresponding Section 7.11 Contributions Plan for the Aerotropolis Precinct.

Phase 1 of the transformation program is anticipated to take up to two (2) years to complete. Timelines may be shortened however if corresponding reviews by the IPART and the Minister for Planning and Public Spaces are expedited.

Under this proposal, at the conclusion of the transformation program Council would potentially have six (6) or seven (7) Contributions Plans in operation across the LGA. As a 'Growth' Council with fragmented rural lands, this is a favorable outcome when compared with the our following neighbouring LGAs:

- Blacktown City Council – 16 Contributions Plans, as well as VPA's for urban release / growth areas;
- Penrith City Council – 13 Contributions Plans, 2 draft Section 7.11 Contributions Plans with IPART and 1 draft Section 7.12 Contributions Plan with the Minister for Planning and Public Spaces; and
- Camden Council – Five (5) Contributions Plans (one Plan covers three growth precincts (South West Growth SEPP) and noting that Camden has single precinct ownership (VPA's for urban release / growth areas).

#### **FINANCIAL IMPLICATIONS**

To ensure the success of the transformation program, Council must allocate the necessary resourcing as a priority. Apart from financial resourcing, Contributions Plans require extensive strategic planning input to support and justify the need and demand for infrastructure, especially if the Plans are to be subject to IPART and Ministerial reviews.

Internal resourcing of Phase 1 of the program is expected to be fully funded from existing contributions levies applied under existing Section 7.11 Contributions Plans in operation (i.e. administration levy).

The engagement of Consultants to support gaps in the strategic planning analysis underpinning the transformation program will be funded from City Planning 'Consultancies' funds in Council's 2024/25 OPEX budget.

Should additional funding be required, a further Report will be prepared and referred to Council for consideration at a future Ordinary Meeting of Council.

**CONSIDERATIONS**

<b>Economic</b>	<p>Further develop a commercial centre that accommodates a variety of employment opportunities.</p> <p>Deliver and maintain a range of transport related infrastructure such as footpaths, bus shelters and bikeways.</p> <p>Provide efficient parking for the City Centre.</p>
<b>Environment</b>	<p>Manage the environmental health of waterways.</p> <p>Protect, enhance and maintain areas of endangered ecological communities and high-quality bushland as part of an attractive mix of land uses.</p> <p>Raise community awareness and support action in relation to environmental issues.</p> <p>Promote an integrated and user-friendly public transport service.</p> <p>Support the delivery of a range of transport options.</p>
<b>Social</b>	<p>Raise awareness in the community about the available services and facilities.</p> <p>Preserve and maintain heritage, both landscape and cultural as urban development takes place.</p> <p>Regulate for a mix of housing types that responds to different population groups such as young families and older people.</p>
<b>Civic Leadership</b>	<p>Provide information about Council's services, roles and decision-making processes.</p> <p>Deliver services that are customer focused.</p> <p>Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.</p> <p>Actively advocate for federal and state government support, funding and services.</p>
<b>Legislative</b>	Environmental Planning and Assessment Act
<b>Risk</b>	<p>The risk is deemed to be High.</p> <p>Contribution Plan caused by underfunded asset delivery resulting in significant funding shortfall in project delivery. The risk is considered outside Council's risk appetite.</p>

**ATTACHMENTS**

Nil

Department of Planning, Housing and Infrastructure



Our ref: IRF24/2679

**Mr Jason Breton**  
**Acting Chief Executive Officer**  
**Liverpool City Council**  
[BretonJ@liverpool.nsw.gov.au](mailto:BretonJ@liverpool.nsw.gov.au)

Attention: Ms Lina Kakish

19 December 2024

Dear Mr Breton

I refer to recent discussions between the Council and the Department regarding work being undertaken in relation to local infrastructure contributions. I am pleased to formalise these discussions with an invitation to the Council to participate in the Local Infrastructure Acceleration Program.

The Local Infrastructure Acceleration Program has been developed to assist councils to better plan, coordinate and spend infrastructure contributions and will pilot direct technical assistance to accelerate expenditure. The invited councils have been selected based on an assessment of their contribution's framework, housing targets and technical capacity, and will align well with the work already underway within the Council. The outcome of the pilot will ultimately inform the development of practical material to assist the local government sector more broadly.

It is anticipated that the program will involve a health check to assess the current contributions framework and process for expenditure, deliver proposals for plan preparation, amendment or repeal and undertake associated infrastructure planning and costing. The implementation of any changes to the Council's contributions framework will be subject to consideration by the elected Council.

Participation of Council staff in the program is fundamental to its success. Subject to your acceptance of this invitation a detailed scope of works will be developed to clarify the work to be undertaken over the next six months.

To accept this invitation and if you have any questions, Katrine O'Flaherty, Director Local Infrastructure can be contacted via [infrastructure.contributions@planning.nsw.gov.au](mailto:infrastructure.contributions@planning.nsw.gov.au)

Yours sincerely

A handwritten signature in black ink, appearing to read "Monica Gibson".

Monica Gibson  
**Deputy Secretary**  
**Planning, Land Use Strategy, Housing and Infrastructure**

**COUNCIL DECISION****Motion:** **Moved: Cllr Hagarty** **Seconded: Cllr Kaliyanda**

That Council:

1. Exhibits draft *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* in accordance with the requirements of the *Environmental Planning and Assessment Act 1979* and Regulations; and
2. Delegates to the CEO authority to finalise *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* if no submissions opposing the changes are received.

On being put to the meeting the motion was declared CARRIED.

Councillors voted unanimously for this motion.

**Council****COUNCIL DECISION****Motion:** **Moved: Cllr Hagarty** **Seconded: Cllr Kaliyanda**

That Council:

1. Exhibits draft *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* in accordance with the requirements of the *Environmental Planning and Assessment Act 1979* and Regulations; and
2. Delegates to the CEO authority to finalise *Liverpool Contributions Plan 2018 – Established Areas (Amendment 1)* if no submissions opposing the changes are received.

On being put to the meeting the motion was declared CARRIED.

Councillors voted unanimously for this motion.

<b>ITEM 03</b>	<b>Liverpool Traffic Committee Endorsed Road/Traffic Facilities Tracking Update</b>
----------------	---

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	194582.2025
<b>Report By</b>	Patrick Bastawrous - Coordinator Traffic and Transport
<b>Approved By</b>	Lina Kakish - Director Planning & Compliance

**EXECUTIVE SUMMARY**

At the Council Meeting held 10 December 2024, it was resolved to;

*Direct the CEO to create a register tracking recommendations from the Liverpool Local Traffic Committee with updates on the status and timeline of each project which is presented quarterly to a Governance Committee Meeting.*

This report presents the current status of the register for the Committee's consideration.

**RECOMMENDATION**

That the Governance Committee:

- Notes the status of items endorsed by the Liverpool Traffic Committee as shown in the Attachment.
- Provides feedback on the way the information is to be presented at future meetings.

**REPORT**

As requested by Council at its meeting held 10 December 2024, Council Staff are to present the 'Liverpool Traffic Committee Endorsed Road/Traffic Facilities' tracking database quarterly.

The information in the Attachment identifies all items endorsed by the Liverpool Traffic Committee since 2022 and will continue to be populated with data from both prior and ongoing Committees going forward.

**INFRASTRUCTURE AND PLANNING COMMITTEE REPORT**

The spreadsheet provides an update on the funding and construction status where applicable, and other relevant information including location and date of relevant approvals. The information is presented to enable Council to consider options for funding and/or delivery of items that are currently outstanding.

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

Further to note, Council receives an annual Capital Works Grant Fund that is allocated for general signage and line marking requests, which is approximately \$200,000.00 per year. This fund is generally expended on matters involving parking restrictions and urgent safety items.

**CONSIDERATIONS**

<b>Economic</b>	Deliver a high quality local road system including provision and maintenance of infrastructure and management of traffic issues.
<b>Environment</b>	Support the delivery of a range of transport options.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	There are no legislative considerations relating to this report.
<b>Risk</b>	There is no risk associated with this report.

**ATTACHMENTS**

1. Liverpool Traffic Committee Endorsed Road/Traffic Facilities - Tracking Database

**Liverpool Traffic Committee Endorsed Road / Traffic Facility Projects - Tracking Sheet**

DATE ENDORSED BY LTC	ADDRESS	DESCRIPTION	ESTIMATED COST	FUNDED	FUNDING SOURCE	GRANT STATUS	PLANNING OFFICER	DESIGN OFFICER	CONSTRUCTION OFFICER	STATUS	ESTIMATED COMPLETION	COMMENTS
19/03/2025	Edmondson Park	Proposed Extension of Median Island -Sargent Street and General Boulevard	\$20,000	Not Funded	Capital Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
19/03/2025	Edmondson Park	Roundabout Modification - Buchan Avenue and Jardine Drive	\$203,000	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
19/03/2025	Kemps Creek / Rossmore	Devonshire Road and Kings Street - Edge line curve improvement	\$1,200,000	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Concept Design	Subject to funding	
29/01/2025	Whitford Road and Frigate-Bird Avenue, Hinchinbrook	Proposed roundabout modification	\$80,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
29/01/2025	Shephard Street and Riverpark Drive, Liverpool	Proposed roundabout modification	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
29/01/2025	Mackellar Street, near Leacocks Lane	Proposed Line Marking Maintenance	\$1,500.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Concept Design	3 months	
06/11/2024	Church Road, Denham Road	Proposed Load Limit	\$1,242	Not Funded	Operational Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	Subject to funding	
06/11/2024	Epsom Road and Whelan Road, Chipping Norton	Epsom Road and Whelan Road Roundabout Modification, Chipping Norton	\$31,687	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
06/11/2024	Fifteenth Avenue, West Hoxton	Bus Zone Relocation	\$1,000	Fully Funded	Operational Budget		Unallocated	Unallocated	Unallocated		Feb-24	
06/11/2024	Ingham Road, Casula	Proposed raised crossing	\$107,000	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
06/11/2024	Maxwell Creek Precinct, Edmondson Park	Line marking & signage plans	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to developers construction schedule	
18/09/2024	Eighth Avenue and Kelly Street intersection, Austral	Proposed Roundabout Construction	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Croatia Avenue, Edmondson Park	Proposed intersection and traffic facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Franklin Road, Chipping Norton	Proposed raised crossing	\$78,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
18/09/2024	Kurrajong Road between Kookaburra Road and Mowbray Street, Prestons	Proposed median island	\$13,988.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
18/09/2024	1895 Camden Valley Way, Horningsea Park	Proposed Traffic Facilities and Shared Path	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	TBC	
18/09/2024	Macquarie Street, Liverpool	Proposed Parking Restriction	\$1,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	On-hold	TBC	
18/09/2024	St Francis Catholic College	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	135 Gurner Avenue, Austral	Proposed subdivision	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
18/09/2024	Austral	Installation of temporary roundabouts and speed cushions	\$170,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Construction	Jun-25	

ITEM 03  
Attachment 1

Liverpool Traffic Committee Endorsed Road/Traffic Facilities Tracking Update  
Liverpool Traffic Committee Endorsed Road/Traffic Facilities - Tracking Database

17/07/2024	Middleton Grange Town Centre	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	70% internal roads completed as of 3/2025
17/07/2024	Fifteenth Avenue and Craik Avenue intersection, Austral	Proposed Roundabout	\$84,320.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	All Saints Catholic Senior College, Casula	Proposed Raised Marked Pedestrian Crossing	\$55,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Sanderling Street, Hinchinbrook	Request for Traffic Calming Device	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Ascot Drive, Chipping Norton	Request for Traffic Calming Device	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Casula Shopping Centre High Pedestrian Activity Area	Proposed Traffic Facilities	\$570,000.00	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Edmondson Park Tavern, Edmondson Park	Proposed Traffic Calming as part of Subdivision Works (SWC-23/2022)	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	
17/07/2024	Hill Road, Lurnea	Proposed Median Island Extension	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
17/07/2024	Lismore Street, Hoxton Park	Proposed Traffic Facilities	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Depot Team	Completed	9 months	Turning restriction signs installed, additional rubber speed cushions to be installed after video survey is undertaken
15/05/2024	Wonga Road, in front of St Francis Xavier Primary School, Lurnea	Request for Raised Marked Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Bardia Parade and Village Way intersection, Holsworthy	Proposed Roundabout	\$200,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Craik Avenue and Sixteenth Avenue intersection, Austral	Proposed Roundabout	\$250,000.00	Partial Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Mill Road and Nagle Street, Liverpool	Proposed Intersection Treatment	\$420,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
15/05/2024	Muir Road, Edmondson Park	Request for Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/03/2024	Tenth Avenue in front of Austral Public School, Austral	Request for Raised Marked Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/03/2024	Camden Valley Way, Bernera Road to 300m to the east, Edmondson Park	Proposed Shared Path	Developer	Fully Funded	Developer Contributions		Major Projects Team	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	Major Projects Team
20/03/2024	Hoxton Park Road into Maryvale Avenue, Liverpool	Request for 'No Left Turn' sign into Maryvale Avenue during morning peak hours	\$5,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	6 months	
20/03/2024	Fifteenth Avenue and Craik Avenue intersection, Austral	Proposed 'No Right Turn' Restriction sign	\$5,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	6 months	
20/03/2024	Rosebank Avenue/Duxford Street and Rosebank Avenue/Gowanlea Avenue intersection, Elizabeth Hills	Proposed 2 x roundabouts at intersection	\$300,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	Undertaking Community Consultation and additional traffic counts
20/03/2024	Hart Street, Warwick Farm	Proposed timed parking restrictions	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed		

20/03/2024	Multiple locations	Proposed minor traffic signs	\$25,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Sep-25	
31/01/2024	Moore Street and Airfield Drive, Len Waters Estate	Proposed Bus Zone signs	\$5,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Approvals	TBC	
31/01/2024	Edmondson Park High School	Line marking & signage plans	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Construction	Subject to Developer Construction Schedule	
31/01/2024	Hart Street, Warwick Farm	Proposed timed parking restrictions	\$5,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Jul-24	
31/01/2024	McKay Street, Moorebank	Proposed Indented Parking Bays	\$145,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Sep-24	Completed addition funding required of \$150,000
31/01/2024	Twenty Seventh Avenue, Austral	Proposed Shared Path	\$638,534.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold	Subject to funding	
31/01/2024	Grove Street and Hume Highway intersection, Casula	Proposed Road Closure	\$57,750.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	Double up
31/01/2024	Government Road, Hinchinbrook	Proposed Shared Path	\$355,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Oct-24	Shared Path completed, remaining connection with M7 Cycleway still under design
31/01/2024	Newbridge Road, Bridges Road to Lewins Bridge, Moorebank	Proposed Shared Path	\$560,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Oct-24	
08/11/2023	North Liverpool Road and Wilson Road intersection, Green Valley	Proposed intersection modification	\$145,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Construction	Mar-25	
08/11/2023	South Liverpool Road and St Johns Road intersection, Busby	Proposed intersection modification	\$150,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Nov-24	
08/11/2023	South Liverpool Road and Whitford Road intersection, Green Valley	Proposed intersection modification	\$217,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Dec-24	
08/11/2023	Cartwright Avenue, Heckenberg Avenue and Busby Road, Busby	Proposed roundabout modification	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Tender	Jun-26	
08/11/2023	General Boulevard, Edmondson Park	Proposed Raised Pedestrian Crossing	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	
08/11/2023	Kingsford Smith Avenue intersection, Middleton Grange	Proposed Intersection Improvements	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	5+ years	Subject to additional funding
08/11/2023	Sadler Avenue, Heckenberg	Proposed Traffic Calming Devices	\$250,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Dec-26	Awaiting TfNSW approvals and funding
20/09/2023	Sarah Hollands Drive, Carnes Hill	Proposed Median Island	Developer	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Completed	Nov-24	
20/09/2023	Elizabeth Hills	Proposed LATM Staged Implementation	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Planning	TBC	Undertaking Community Consultation
20/09/2023	First Avenue and Nineteenth Avenue intersection, Hoxton Park	Proposed Road Extension	\$110,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Subject to funding	
20/09/2023	Nuwarra Road, Moorebank	Proposed 5-Tonne Load Limit	\$4,000.00	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Depot Team	Completed	Mar-24	
20/09/2023	Liverpool Public School	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed	Jan-24	

ITEM 03  
Attachment 1

Liverpool Traffic Committee Endorsed Road/Traffic Facilities Tracking Update  
Liverpool Traffic Committee Endorsed Road/Traffic Facilities - Tracking Database

20/09/2023	Yarrunga Street and Kookaburra Road (N), Prestons	Half road reconstruction signs and line marking	\$2,000,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Seeking Funding	5+ years	Subject to additional funding
20/09/2023	Fourth Avenue and Gurner Avenue, Austral	Proposed Traffic Facilities	Developer	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Completed	Mar-25	
20/09/2023	Flynn Avenue, Middleton Grange	Proposed Raised Pedestrian Crossing	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed	Mar-25	Double up
19/07/2023	Fifteenth Avenue and Edmondson Avenue intersection, Austral	Proposed Roundabout	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Dec-23	
19/07/2023	Spencer Road near Leopold Street, Cecil Hills	Proposed Traffic Calming Device	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Detailed Design	5+ years	Subject to additional funding
19/07/2023	Edmondson Park and Carnes Hill City Centre	Proposed 40km/h High Pedestrian Activity Area	\$1,845,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Manager Project Delivery (Delivery Team)	Construction	May-25	
19/07/2023	Kurrajong Road and Mowbray Road Intersection, Prestons	Proposed Signalised Intersection Upgrade	\$1,750,000.00	Partial Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	On-hold	Sep-26	Awaiting TfNSW approvals and funding
19/07/2023	Campbell Street and Castlereagh Street Intersection, Liverpool	Proposed Median Island	\$34,454.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding	Jun-26	
19/07/2023	Green Valley Road, Green Valley	Proposed Traffic Calming Devices	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Tender	5+ years	Subject to additional funding
19/07/2023	Bardia Parade and Village Way intersection, Holsworthy	Proposed Traffic Calming Device	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Tender	5+ years	
17/05/2023	First Avenue and Hoxton Park Road, Hoxton Park	Proposed Extension of Northbound Right Turn Lane	\$15,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Detailed Design	5+ years	Scope changes and increased cost of works
17/05/2023	Miller Public School, Miller	Proposed Raised Pedestrian Crossing	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Completed	Apr-24	
17/05/2023	Lismore Street, Hoxton Park	Proposed Traffic Calming Device	\$10,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	Completed	Feb-24	
17/05/2023	Esk Avenue and Brunswick Heads Crescent, Hoxton Park	Proposed Indented Parking Bays	\$20,000.00	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold	Subject to funding	Site Constraints for installation
15/03/2023	Grove Street and Hume Highway intersection, Casula	Proposed Road Closure	\$80,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed	Mar-25	
15/03/2023	Governor Macquarie Drive Upgrade, Munday Street to ATC Access Road, Chipping Norton	Proposed Road Upgrade	\$11,500,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Detailed Design	Jun-25	Change of Scope required
15/03/2023	Governor Macquarie Drive Upgrade, Alfred Road to Childs Road, Chipping Norton	Proposed Road Upgrade	\$8,500,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Detailed Design	Sep-25	
15/03/2023	Kurrajong Road, Lyn Parade and Beech Road Intersection Upgrade to Signalised Intersection, Prestons	Proposed Intersection Upgrade	\$7,200,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Approvals	Jun-26	Change of Scope required
15/03/2023	Bemera Road Upgrade, Yarrawa Street to Yato Road (Approximately 300m), Prestons	Proposed Road Upgrade	\$2,000,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	External Contractor	Construction	Jun-25	90% completion
15/03/2023	Leacocks Lane, Casula	Proposed Traffic Facilities	\$160,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Development Engineering (Traffic Team)	Manager Project Delivery (Delivery Team)	On-hold	5+ years	
15/03/2023	Fourth Avenue, Tenth and Eleventh Avenue Intersections, Austral	Proposed Interim Roundabouts	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Planning	Subject to Developer Construction Schedule	

01/02/2023	Sarah Hollands Drive, Carnes Hill	Proposed Pedestrian Crossing	\$70,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	External Consultant	Council Manager Project Delivery (Delivery Team)	Completed	May-24	
01/02/2023	Railway Street Shared Spaces Demonstration, Liverpool	Line marking & signage plans	\$25,000.00	Fully Funded	Grant Funding	Successful	Manager Infrastructure Planning (Urban Design Team)	External Consultant	External Contractor	Completed	Apr-23	
09/11/2022	Brickmakers Drive, Moorebank	Proposed Pedestrian Bridge	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed		
09/11/2022	South Liverpool Road and Wonga Road	Proposed Edge line marking	\$10,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)			
09/11/2022	Multiple locations	Proposed Indented Parking Bays	TBD	Fully Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
09/11/2022	Fourth Avenue Intersections with Eleventh Avenue and Tenth Avenue, Austral	Proposed Roundabout	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Detailed Design		
09/11/2022	Railway Street, Liverpool	Proposed Shared Space Project	Developer	Fully Funded	Developer Contributions		Urban Manager Infrastructure Planning (Design Team)	Urban Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
09/11/2022	Woodbrook Road, Casula	Proposed Road Reopening	\$1,100,000.00	Fully Funded	Developer Contributions		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/09/2022	Church Road at intersection with Heathcote Road, Moorebank	Proposed Pedestrian Refuge	\$18,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/09/2022	Gill Avenue, Liverpool	Proposed Kerb Lane Extension	\$450,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		No go ahead project
21/09/2022	Greendale Road, Greendale	Proposed Road Realignment	No go ahead project	Fully Funded	Grant Funding	Application Submitted	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
20/07/2022	Mclean Street, Liverpool	Proposed Marked Pedestrian Crossing Upgrade	\$110,000.00	Not Funded	Capital Budget	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
20/07/2022	Australis Avenue, Wattle Grove	Proposed Marked Pedestrian Crossing	\$90,000.00	Partial Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
20/07/2022	Feodore Drive, Cecil Hills	Request for Bus Stop Relocation	\$10,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)			
20/07/2022	Bernera Road, Prestons	Proposed Deceleration Lane	Developer	Fully Funded	Developer Contributions		Developer	External Consultant	External Contractor	Completed		
18/05/2022	Reilly Street and Webster Road, Lurnea	Proposed roundabout modification	\$278,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
18/05/2022	New primary school in Edmondson Park	Proposed Traffic Facilities	TBD	Fully Funded	Developer Contributions		Developer (SINSW)	External Consultant	External Contractor	Construction		
18/05/2022	Edmondson Park	Proposed North Commuter Carpark and Signalised Pedestrian Crossing	Completed	Fully Funded	Developer Contributions		Developer (TNSW)	External Consultant	External Contractor	Completed		
18/05/2022	Fifteenth Avenue/Second Avenue intersection, Middleton Grange	Proposed Pedestrian Crossing Facility	TBD	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
16/03/2022	Governor Macquarie Drive west of Epsom Road, Chipping Norton	TfNSW proposed Heavy Vehicle Inspection Bay	Completed	Fully Funded	Developer Contributions		Developer (TNSW)	External Consultant	External Contractor	Completed		
16/03/2022	Hume Highway from Reilly Street to Atkinson Street, Liverpool	Proposed Shared Path	Completed	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
16/03/2022	Spencer Street, Cecil Hill	Proposed Raised Thresholds	\$ 50,000.00	Not Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
16/03/2022	Hartlepool Road and Foskett Street, Edmondson Park	Change to Existing Give-Way Control	Completed	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		

ITEM 03  
Attachment 1

Liverpool Traffic Committee Endorsed Road/Traffic Facilities Tracking Update  
Liverpool Traffic Committee Endorsed Road/Traffic Facilities - Tracking Database

03/02/2022	Hume Highway and Governor Macquarie Drive Intersection Upgrade	Proposed signs and line marking scheme	\$10,500,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	On-hold		
03/02/2022	William Buckley Drive, Carnes Hill	Proposed Traffic Calming Device	\$25,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
24/11/2021	Woodbrook Road, Casula	Proposed Road Opening	\$2,200,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
24/11/2021	Liverpool CBD	Proposed Raised Thresholds within Liverpool CBD	\$968,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Australis Avenue, Wattle Grove	Proposed Raised Pedestrian Crossing	\$150,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Liverpool City Centre High Pedestrian Activity Area, Liverpool	Proposed Traffic Calming Devices	\$900,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
15/09/2021	Wilson Road and Hinchinbrook Road Intersection, Hinchinbrook	Proposed Roundabout Modification	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Middleton Drive, Middleton Grange	Proposed Pedestrian Refuge	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Wonga Road, Lumea	Proposed Raised Pedestrian Crossing	\$140,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Fifteenth Avenue and Fourth Avenue intersection, Austral	Proposed roundabout modification	\$150,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
15/09/2021	Fifteenth Avenue and Craik Avenue intersection, Austral	Traffic Management Plan for Proposed Right Turn Restrictions	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Campbell Street, Liverpool	Proposed Raised Threshold	\$178,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/07/2021	Talana Hill Drive, Edmondson Park	Proposed Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
21/07/2021	Manning Street, Warwick Farm	Proposed Traffic Calming Scheme	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Barry Road, Chipping Norton	Proposed Pedestrian Refuge	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
21/07/2021	Ardennes Avenue, Edmondson Park	Proposed Speed Humps	\$30,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
19/05/2021	Adams Road, Luddenham	Proposed Traffic Calming Devices	\$270,000.00	Fully Funded	Grant Funding		Developer (TNSW)	External Consultant	External Contractor	On-hold		
19/05/2021	Nuwarra Road and Balanada Avenue	Proposed intersection Treatment	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
19/05/2021	Charlton Avenue, Chipping Norton	Proposed Pedestrian Refuge	\$40,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
19/05/2021	Vinny Road, Edmondson Park	Proposed Speed Humps	\$50,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
19/05/2021	Delfin Drive, Wattle Grove	Proposed Pedestrian Refuge	\$45,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		Sydney Metro Development

17/03/2021	Badgerys Creek Road, Badgerys Creek	Access to the metro station proposed roundabout	Developer	Fully Funded	Grant Funding		Developer (Sydney Metro)	External Consultant	External Contractor	Completed		
17/03/2021	Governor Macquarie Drive (Newbridge Road to Alfred Road), Chipping Norton	Signs and Linemarking Scheme	\$1,100,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
17/03/2021	Braidwood Drive and Michelago Circuit intersection, Prestons	Proposed roundabout modification	\$100,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Seeking Funding		
17/03/2021	Regentville Drive, Elizabeth Hills	Proposed Speed Humps	\$60,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
17/03/2021	Powerhouse Road and Woodbrook Road, Casula	Proposed new carpark signs and linemarking	\$2,800,000.00	Fully Funded	Grant Funding		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Strzlecki Drive and Singleton Street, Carnes Hill	Proposed Traffic Facilities	\$70,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Nuwarra Road and Marshall Avenue Intersection, Moorebank	Proposed Intersection Treatment	\$300,000.00	Not Funded	Capital Budget		Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		
03/02/2021	Hume Highway, Liverpool	Proposed Cycleway	\$100,000.00	Fully Funded	Grant Funding	Successful	Manager Development Engineering (Traffic Team)	Manager Infrastructure Planning (Design Team)	Manager Project Delivery (Delivery Team)	Completed		

Total Cost \$65,106,475  
 Total Projects Funded \$ 53,076,500.00  
 Total Projects Unfunded \$ 9,839,975.00  
 Total Projects Partially Funded \$ 2,090,000.00

<b>ITEM 04</b>	<b>14 Niland Way, Casula</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	195373.2025
<b>Report By</b>	David Galpin - General Counsel
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

**EXECUTIVE SUMMARY**

The report outlines the proceedings and outcome of the appeal to the Land and Environment Court against the deemed refusal of development consent for DA-239/2023.

**RECOMMENDATION**

That the Governance Committee:

- Note the contents of the report.

**REPORT**

Council's governing body considered the Legal Affairs Report at its meeting on 23 April 2025. Council requested a report outlining the proceedings and outcome of the appeal to the Land and Environment Court against the deemed refusal of development consent for DA-239/2023.

**1. Commencement of proceedings**

DA-239/2023 related to 14 Niland Way, Casula. The applicant sought development consent for the demolition of existing structures and the construction of a two-storey childcare centre over a level of basement parking at 14 Niland Way, Casula.

The appeal was filed based on a deemed refusal by Council, as Council did not determine the application within 42 days. The appeal was filed in time, that is within 6 months of the deemed refusal date.

## 2. Contentions

Council raised eight principal contentions in the appeal proceedings, which are summarised below.

1. **No clause 4.6 request.** The development exceeded the maximum floor space ratio standard and the Applicant did not submit an application under clause 4.6 of the Liverpool Local Environmental Plan to contravene development standards.
2. **Site suitability.** The site was not suitable for the development, as it could not be safely accessed.
3. **Traffic impact.** The development would have an adverse impact on traffic safety and efficiency along Niland Way.
4. **Bulk, scale and character.** The bulk and scale of the proposed development was not compatible with the character of the locality.
5. **Overshadowing.** The bulk and scale of the proposed development would have resulted in overshadowing of 12 Niland Way.
6. **Childcare requirements.** Council identified inconsistencies with State Environmental Planning Policy (Transport and Infrastructure) 2021 (T&I SEPP), the Education and Care Services National Regulation and the Child Care Planning Guidelines.
7. **Development Control Plan requirements.** Council identified inconsistencies with the objectives and provisions of the Liverpool Development Control Plan 2008 (LDCP).
8. **Public Interest.** Council argued that the development application was contrary to the public interest because of contentions 1 to 7.

## 3. Conciliation conference

On 7 May 2024, the parties participated in a conciliation conference pursuant to section 34 of the Land and Environment Court Act 1979. The parties could not reach agreement with respect to the development application and the conciliation conference was adjourned, then subsequently terminated on 5 July 2025.

## 4. Expert evidence

The parties nominated their respective expert witnesses under Rule 31.19, 31.20 and 31.24 of the Uniform Civil Procedure Rules 2005 (UCPR) in the following fields to deal with and prepare a Joint Expert Report in relation to each respective contention:

1. Town planning expert to deal with contentions 1, 5, 6 and 7,
2. Urban design expert to deal with contention 4, and
3. Traffic engineer to deal with contentions 2, 3 and 6.

In circumstances where the parties' experts agree on issues that are in dispute, they have an overriding duty to assist the Court in achieving the just, quick and cheap resolution of the proceedings.

Rule 31.23 of the UCPR notes that an Expert Witness must comply with the code of conduct set out in Schedule 7. Schedule 7 notes that "An expert witness is not an advocate for a party and has a paramount duty, overriding any duty to the party to the proceedings or other person

retaining the expert witness, to assist the court impartially on matters relevant to the area of expertise of the witness.”

### **5. Hearing**

The proceedings were listed for a two-day hearing on 10 and 11 April 2025. The hearing began on site and continued in the Land and Environment Court.

Council received 46 objector submissions during the notification period for the development application, with 8 objectors expressing an interest in addressing the Commissioner. On 10 April 2025, the Court heard from 6 of the objectors.

A resident objector has no legal entitlement to participate in a development appeal. However, the Court has the power under section 38 of the Land & Environment Act 1979 to inform itself on any matter in such a manner as it thinks appropriate and can therefore hear residents' concerns. It does so as a matter of practice.

The Court's practice allows for a maximum of 6 resident objectors to address the Commissioner at the hearing. As Council is restricted to 6 objectors, priority was given to the objectors that had made a personal submission and advised Council that they would like to attend and address the Commissioner on their concerns.

Council's experts, after discussion with the Applicant's experts during their Joint Expert Reporting and at the hearing, resolved all issues in dispute. The resolution was achieved by:

- the Applicant submitting amended plans, and
- the imposition of conditions of consent that the Applicant accepted.

In relation to each of the contentions that Council had raised:

#### ***No clause 4.6 request***

Applicant submitted amended documentation which illustrated that the Gross Floor Area (GFA) complied with maximum prescribed Floor Space Ratio (FSR) under the Liverpool Local Environmental Plan 2008 (LLEP).

#### ***Site suitability***

The amended documentation provided during the hearing demonstrated the site was suitable in terms of compliance under the T&I SEPP, LLEP and the LDGP. There were no legislative requirements pursuant to which the development could be refused.

The amended DA and conditions provide for a footpath allowing for safe pedestrian access to the site and surrounding local area. The provision of the footpath satisfies the requirements of consideration C3 of the NSW Child Care Planning Guideline 2021.

***Traffic impact***

The amended DA strictly enforces the requirement for all vehicles to enter and exit the site through a left in, left out procedure ensuing that two way traffic flow on Niland Way is limited. The amended DA Conflict Analysis demonstrated a 2.16% chance of there being 2 vehicles travelling along Niland Way in opposite directions at the same time whilst vehicles are entering/exiting the childcare center during the AM and PM peak period based on the existing traffic flows.

***Bulk, scale and character***

The amended architectural plans demonstrated that the proposed development would exhibit the typology of a two-storey dwelling, consistent with the existing character of the street. The amended documentation reduced the exceeding floor plate to comply with the required development standards under the LLEP, and therefore the perceived bulk, scale and character contention was resolved.

Additional landscaping is to be provided within the front setback to reduce the perceive bulky dominance the proposed development may have on the public domain.

***Overshadowing***

This issue was resolved along with the changes to bulk, scale and character.

***Childcare requirements***

The proposed development is a centre-based childcare facility under section 3.3 of State Environmental Planning Policy (Transport and Infrastructure) 2021. The amended development complies with the following standards set by sections 3.25 and 3.26 of the T&I SEPP:

- maximum floor space ration of 0.5:1 for centre based childcare facility development in the R2 Zone,
- location relative to another early education and care facility,
- indoor and outdoor unencumbered space and indoor and outdoor unencumbered space under the Children (Education and Care Services) Supplementary Provisions Regulation 2012,
- site area and site dimensions, and
- colour of building materials or shade structures.

The amended development complied with the requirements of regulations 107 and 108 of the Education and Care Services National Regulation as set out in the following table.

<b>Element</b>	<b>Standard</b>	<b>Proposal</b>	<b>Compliance</b>
Unencumbered indoor space	3.25m <sup>2</sup> per child Total 149.5m <sup>2</sup> required for 46 children	156.0m <sup>2</sup>	Achieved
Unencumbered outdoor space	7m <sup>2</sup> per child Total 322.0m <sup>2</sup> required for 46 children	331.0m <sup>2</sup>	Achieved

#### ***DCP requirements***

In relation to parking, the proposed development provides the number of car parking spaces required by the Liverpool Development Control Plan 2008 (LDCP) and s 4.15(3A)(a) precludes the Court, in exercising the functions of the consent authority, from requiring more onerous standards than those stipulated by the LDCP.

#### **4. Jurisdictional prerequisites**

The following jurisdictional prerequisites and non jurisdictional issues were also met or taken into consideration:

1. State Environmental Planning Policy (Transport and Infrastructure) 2021 requirements for centre-based childcare facilities are met, as set out above.
2. Requirements for indoor and outdoor unencumbered space in regulations 107 and 108 of the Education and Care Services National Regulation are met, as set out above.
3. State Environmental Planning Policy (Resilience and Hazard) 2021
  - (a) Section 4.6(1) provides that a consent authority must not consent to the carrying out of development unless:
    - i. It has considered whether the land is contaminated, and
    - ii. If the land is contaminated, it is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for the purpose for which the development proposed to be carried out, and
    - iii. If the land requires remediation to be made suitable for the purpose for which the development is proposed to be carried out, it is satisfied that the land will be remediated before the land is used for that purpose.

- (b) A detailed site investigation was provided with the development application, with the report concluding that “*following the implementation of the recommendation and with due regard for the statement of limitations the site is suitable for its intended land use as a childcare facility*”. The report provides recommendation concerning the method of disposal of material and the quality of material imported to the site and conditions have been imposed.
4. State Environmental Planning Policy (Biodiversity and Conservation) 2021
- (a) Chapter 6 applies as the site is within the Georges River Catchment area.
- (b) The development application is acceptable having regard to the following:
- i. Subject to the installation and maintenance of sediment controls during building works, the development will have a neutral effect on the quality of water entering a waterway.
  - ii. The development will not have an adverse impact on water flow in a natural waterbody.
  - iii. There will be no discernible increase to stormwater runoff that would adversely affect downstream land.
  - iv. The development does not incorporate on-site stormwater retention, infiltration or reuse.
  - v. The development will have no impact on the level and quality of the water table.
  - vi. The development makes adequate provision to protect the quality and quantity of groundwater. It is noted that condition 29 requires the stormwater pretreatment to be incorporated in the management system in compliance with Council's Development Control Plan.
5. Liverpool Local Environmental Plan:
- (a) The subject site is zoned R2 Low Density Residential and Centre-based childcare facilities are permitted with consent in the zone.
- (b) The R2 zone objectives are matters for consideration, not jurisdictional preconditions to the exercise of power: *Al Maha Pty Ltd v Huajun Investments Pty Ltd [2018] NSWCA 245 [217]*. They do not fall for consideration by the Court under section 34 of the Land and Environment Court Act 1979. Notwithstanding the parties agree that the development is consistent with all relevant objectives.
- (c) Clause 4.4 provides for a maximum building height of 8.5 metres for the subject site. The development application proposed a building height below the maximum height limit.
- (d) Clause 4.4 provides a maximum floor space ratio of 0.5:1 for the subject property. The proposed development complies with this development standard.

**5. Concerns of residents**

The concerns expressed by residents were addressed as follows:

- (a) Access to the site will be left in, left out only which is subject to approval from Council's Traffic Committee.
- (b) The existing median strip is to be relocated to prevent a right-hand turn into and out of the site.
- (c) No street parking is permitted with any failure to comply subject to the three-strike policy and the child will be disenrolled from the centre.
- (d) Conditions requiring the Applicant to provide a pathway along Niland Way from the site to the southern intersection of Niland Way and Mackellar Street, this will facilitate safe pedestrian access to the site without the need to use the road.
- (e) The development provides a surplus of car parking spaces within the property boundary to alleviate the need for visitors to park on Niland Way.
- (f) The development satisfied the setback control under the LDCP and the parties experts agree that the amended plans (particularly the provision of greater landscaping) address Council concerns in relation to character.
- (g) The noise generated from the centre will comply with the accepted best practice acoustic criteria with the installation of an acoustic barrier along the boundaries of the site.
- (h) There will be a limit on outdoor play with two (2) hours in the morning and two (2) hours in the afternoon.
- (i) Greater planting is provided to provide further visual screening.
- (j) The shadow diagrams and modelling identify the southern neighbour living area, dining, kitchen windows will receive more than three (3) hours of direct sunlight at the winter solstice which exceeds the DCP controls.

**6. Finalisation of proceedings**

Given the parties' experts agreed and that all jurisdictional prerequisites had been met, the Court had the power to uphold the appeal and grant development consent subject to the conditions of development consent contained within Annexure A of the Judgement. All conditions imposed were for a planning purpose, reasonably related to the proposed development and were conditions that a reasonable consent authority would issue in the circumstances. Accordingly, following advice from its external Counsel, Council agreed that the proceedings could be finalised by way of a section 34 agreement subject to the Conditions of Consent.

**FINANCIAL IMPLICATIONS**

---

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	Facilitate economic development.
<b>Environment</b>	Environmental matters were considered as required under the Environmental Planning and Assessment Act 1979.
<b>Social</b>	Support access and services for people with a disability. Deliver high quality services for children and their families. Social matters were considered as required under the Environmental Planning and Assessment Act 1979.
<b>Civic Leadership</b>	Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	Environmental Planning and Assessment Act 1979 Land and Environment Court Act 1979
<b>Risk</b>	The risk is deemed to be Low.

**ATTACHMENTS**

Nil

<b>ITEM 05</b>	<b>Interim Finance Report - June 2025</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
<b>File Ref</b>	195372.2025
<b>Report By</b>	Vishwa Nadan - Chief Financial Officer
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

### EXECUTIVE SUMMARY

The report provides an update on Council's 2024-25 budget performance.

The financial year has ended and year-end adjustments that will impact on the final reported numbers are currently being made. The interim unaudited results for the financial year will be reported at the August Governance Committee Meeting.

At this stage, the Governance Committee members are invited to note that the 2024/25 net cost of services (NCOS) position is now estimated at a deficit of \$13.3 million. This estimate is based on the Q3 budget review (\$9.6m deficit) and adjusted for a \$3.7 million decrease in expected financial assistance grant.

The status of risk items that were previously identified are included in this report

At 30 June 2025, outstanding rates and annual charges was \$15 million (7.48%), reflecting a \$600k decrease from \$15.6 million (8.47%) last year.

Canterbury Bankstown Council has also paid \$2.8m (plus \$150k in lost interest) that they owed Council on Voyager Bridge matter.

### RECOMMENDATION

That the Governance Committee receives and notes the report.

**REPORT****Budget Performance**

The financial year has ended and year-end adjustments that will impact on the final reported numbers are currently being made. The interim unaudited results will be reported at the August Governance Committee Meeting.

At this stage, the Governance Committee members are invited to note that the 2024/25 net cost of services (NCOS) position is now estimated at a deficit of \$13.3 million. This estimate is based on the Q3 budget projected result (\$9.6m deficit) and adjusted for a \$3.7 million decrease in expected financial assistance grant. In essence, 50% of the FAG grant was received in advance this financial year compared to the estimated 85% in advance that was budgeted for consistent with actual receipts in advance last year.

A summary of the quarterly estimated budget results for the financial year ended 30 June 2025 is provided below:

	Original Budget	Q1 Budget Review	Q2 Budget Review	Q3 Budget Review	Q3 adjusted for FAG
Total Income	\$417.4m	\$421.0m	\$393.4m	\$373.5m	\$369.8m
<b>Less:</b> Capital Grants & Contributions	(\$133.6m)	(\$137.4m)	(\$124.6m)	(\$102.2m)	(\$102.2m)
Operating Income	\$283.8m	\$283.6m	\$268.8m	\$271.3m	\$267.6m
Operating expenditure	\$281.2m	\$287.8m	\$274.7m	\$280.9m	\$280.9m
Net Cost of Service before capital grants & contributions (Surplus/ (Deficit))	\$2.6m	(\$4.2m)	(\$5.9m)	(\$9.6m)	(\$13.3)

**Bank Financial Covenant undertakings**

Based on current estimates, Council will achieve all of its financial loan covenant undertakings with the banks for financial year 2024/25.

A summary of the relevant performance indicators with comparative results are provided in the table below:

	Benchmark Ratio	Actual 30 June 2024	Estimated 30 June 2025
Debt Service Cover Ratio	1.5x	1.8x	1.75x
Interest Cover Ratio	3 months	6.6 months	4.96 months
Unrestricted Cash Expense Ratio	2 months	0.5 months	3.01 months

### Risks

The status of budget risks identified previously are as follows:

Risk	Budget Impact	Cash Impact	Mitigation Strategy	Risk Rating
1. Built Development do not exercise its call option and commence works adjacent to Liverpool Civic Place by 30 June 2025.	\$0	-\$7.3m	Council worked closely with Built Development to ensure timely completion of actions precedent that will enable the exercise of the call option and payment of rights fees. Issues raised by the Land Registry Services could not be resolved by 30 June 2025.	N/A
2. Sale of land to Moorebank Sports Club.	-\$2.6m	-\$8.0m	Transaction was completed.	N/A
3. Net Loss from Disposal of Assets – As part of the road renewal process, a portion of the road surface is scrapped off and then replaced. The replacement cost is capitalised, however, there is a written down value attached to the portion removed. The cost of write-off depends on the condition of the road at time of renewal and depth of surface removed. Budget includes a provision of \$2.5 million, however, the actual cost to June 2025 is not known.	-\$500k -\$1m	-	Council is continually reviewing and assessing the extent of road replacement and subsequent effect on write-offs.	Moderate

4. FAG Operating Grant – The NSW Grants Commission paid 85% of estimated financial assistance grant for FY 2024/25 in advance. Grants Commission could change its policy position to advance payment for FY 2025/26.	-\$3.7m	-\$3.7m	Commonwealth Treasury only approved 50% advance payment to all Council's in Australia. This is only a timing difference and will represent a favorable variation in the new financial year.	N/A
5. Capital gain on FRN's and TCorp investment is subject to market conditions. The projected marked to market gain at 30 June 2025 could be lower than projected.	+\$1m	-	Q3 Revised budget included \$950k capital gain on FRN's. As this is market driven, a budget risk of \$500k was identified. The market moved positively to \$2m, giving an upside budget variation of \$1m. This has not been included in project NCOS.	N/A

#### Outstanding Rates & Major Debtors

Total rates outstanding was \$15 million (\$4.9m from previous years and \$10.1m for current year). Council is expected to achieve an outstanding rates and annual charges rate of 7.48% as compared to OLG benchmark of 5% at 30 June 2025.

#### ATTACHMENTS

Nil

<b>ITEM 06</b>	<b>Draft Disaster Relief Policy</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Ensure Council is accountable and financially sustainable through the strategic management of assets and resources
<b>File Ref</b>	194585.2025
<b>Report By</b>	Craig Lambeth - Manager Community Recreation
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

**EXECUTIVE SUMMARY**

Historically, Council has made donations to humanitarian causes across the globe, often in response to natural and/or humanitarian crises. These donations are generally made on an ad-hoc basis through a Mayoral Minute or Notice of Motion, without a supporting policy framework.

To better manage these donations and ensure transparency in the process of identifying and supporting humanitarian efforts, a draft Disaster Relief Policy (the Policy) has been developed.

The Policy provides a framework under which financial donations can be made to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.

This report recommends Council endorse the draft Disaster Relief Policy.

**RECOMMENDATION**

That the Governance Committee:

1. Endorse the draft Disaster Relief Policy;
2. Direct the CEO to place the draft Disaster Relief Policy on public exhibition for a period of 28 days; and
3. Receive a further report on the outcome of the public exhibition process.

**REPORT**

---

**Background**

Historically, Council has made donations to humanitarian causes across the globe, often in response to natural and/or humanitarian crises. These donations are generally made on an ad-hoc basis through a Mayoral Minute or Notice of Motion, without a supporting policy framework.

At its meeting on 23 April 2025, Council resolved to:

1. *Inform the community of all similar overseas donations made previously and the circumstances they were made; and*
2. *Direct the CEO for a workshop to consider a Donations Policy.*

Council received a report which outlined similar donations made previously at its May 2025 meeting.

A similar policy was drafted in 2019 and brought to the Council of the time for consideration. However, the policy was not endorsed at that time and donations continued to be made on an ad hoc basis.

**Draft Disaster Relief Policy**

To better manage these donations and ensure transparency in the process of identifying and supporting humanitarian efforts, a draft Disaster Relief Policy (the Policy) has been developed.

The Policy provides a framework under which financial donations can be made to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.

The Policy outlines the key considerations for Council when donating to humanitarian causes, including:

- The circumstances in which donations will be provided;
- Eligibility and exclusions;
- Timeframe for donations;
- Donation amounts and a funding source (General Reserve);
- Assessment criteria;
- Ethical framework; and
- Conflicts of interest.

**Conclusion**

Liverpool is an incredibly diverse LGA. Making donations to global humanitarian efforts acknowledges the local impact of global humanitarian crises to residents and their families abroad.

By establishing a Disaster Relief Policy, Council can ensure greater transparency and accountability when making charitable donations to global humanitarian causes. The Policy provides a clear set of guidelines for the nature and circumstances under which a donation can be made and highlights Council's efforts to efficiently and effectively provide financial support to disasters and crises around the world.

### **FINANCIAL IMPLICATIONS**

Costs associated with this recommendation are outside of Council's current budget and long-term financial plan. The impact on the budget and long-term financial plan is unclear as this would be variable based on the number of donations made in any one financial year.

### **CONSIDERATIONS**

<b>Economic</b>	Funds for donations made under the Disaster Relief Policy will be drawn from Council's General Reserve at the time of the donation
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Promote community harmony and address discrimination.
<b>Civic Leadership</b>	Undertake communication practices with the community and stakeholders across a range of media. Foster neighbourhood pride and a sense of responsibility. Encourage the community to engage in Council initiatives and actions. Provide information about Council's services, roles and decision making processes. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	Local Government Act – Section 356
<b>Risk</b>	The risk is deemed to be Low. There is a risk that developing this Policy will have a detrimental impact on Council's reputation amongst community members, considering the ongoing negative community sentiment related to recent donations.

### **ATTACHMENTS**

1. Draft Disaster Relief Policy 2025



## DISASTER RELIEF POLICY

Adopted: xxxx

TRIM: 162625.2025



**DISASTER RELIEF POLICY****1. LEGISLATIVE REQUIREMENTS**

*Local Government Act 1993, Section 356 - Can a council financially assist others?*

**2. OBJECTIVE**

- 2.1 To provide direction to Council on the provision of financial or in-kind donations to help address the needs of those affected by major disasters/humanitarian crises within Australia or overseas.
- 2.2 To send an important message of solidarity and goodwill from the City of Liverpool to those affected, by increasing the total overall aid effort.

**3. DEFINITIONS**

**ACFID:** Australian Council for International Development, the peak body for Australian non-government organisations (NGOs) involved in international development and humanitarian action.

**AusAID:** Australian Agency for International Development, the Australian Government agency which manages Australia's overseas aid program.

**Disaster:** A disaster is an event that significantly affects lives and livelihoods. It carries the risk, or actual experience, of injury and loss of life or the significant damage of property essential to people's basic daily life.

**Donation:** A contribution that may be financial or in-kind support.

**4. POLICY STATEMENT****4.1 Disaster relief donations can contribute to the following outcomes:**

- a) Timely and effective relief provided to assist people affected by disaster;
- b) Contribute to the total overall aid effort made by governments and community;
- c) Demonstrates the Liverpool community's generosity and willingness to support others in difficult situations; and
- d) Provides opportunity to assist with building community capacity and improving social well-being following the initial crises.

**4.2 Donations will be provided in the following instances:**

- a) Donations for relief in areas affected by disaster, locally, nationally and internationally;
- b) Disasters/crises that have a direct impact on our immediate region and community;
- c) Donations made to areas affected by disaster, of which there are large populations of people that originate from this area living in Liverpool; and
- d) In-kind donations for disasters that have occurred in NSW and may include time, personal or organisational expertise, advice or other organisational resources.

**4.3 Donation eligibility and exclusions:**

To be eligible for donations the following criteria applies:

- a) The disaster must be recognised by the State and Federal governments; and

**DISASTER RELIEF POLICY**

- b) The donation must be made to government or aid agencies accredited by the Australian Agency for International Development (AusAID) or the Australian Council for International Development (ACFID) or an equivalent accrediting agency.

**4.4 The following exclusions apply:**

- a) The donation of material aid such as food, furniture, clothing, medical supplies or other goods. These goods may be impractical or inappropriate to the culture or climate and may not meet the priority needs of those affected; and  
b) Donations to individuals or unincorporated community groups.

**4.5 Timeframe for donations**

Donations will occur by Council resolution within the immediate stages following the disaster to assist with rescue efforts and minimise human loss.

**4.6 Donation amounts**

Donation amounts will be determined by a Council resolution on a case-by-case basis. Funds for these donations will be drawn from Council's General Reserve.

**4.7 Assessment criteria**

Following immediate occurrence of a natural disaster or humanitarian crisis, the Mayor and Chief Executive Officer will determine whether the event meets the criteria for this program. Where it is determined that the nature of event meets the criteria, a discussion item will be brought before the next Council meeting for consideration. The following criteria will be used to assess a potential donation under this program:

- Scale of the disaster;
- Capacity of other government agencies/organisations to respond to the disaster;
- Need for ongoing support, that is, rebuilding disaster-stricken areas once the initial crisis has been dealt with;
- Impact of any such crisis on our immediate region and community; and
- Connection of affected areas to the cultural origin of residents of Liverpool.

**4.8 Ethical Framework**

Council will not support activities or entities that:

- Pollute land, air or water;
- Destroy or waste non-recurring resources;
- Market or promote products or services in a misleading or deceitful manner;
- Produce, promote or distribute products or services likely to be harmful to the community;
- Acquire land or commodities primarily for speculative gain;
- Create, encourage or perpetuate militarism or engage in the manufacture of armaments;
- Entice people into financial over-commitment;

**DISASTER RELIEF POLICY**

- Exploit people through the payment of below award wages or poor working conditions;
- Discriminate by way of race, religion or sex in employment, marketing or advertising practices; and/or
- Contribute to the inhibition of human rights.

**5. Conflicts of interest**

In accordance with Council's Code of Conduct and Ethical Governance: Conflicts of Interest Policy, Councillors need to ensure that any affiliation between them and the agency receiving the donation is appropriately managed when determining disaster relief donations.

**6. Minor amendments**

Council's CEO has delegated authority to approve minor amendments to this policy. Minor amendments include:

- a) Changes to the format or TRIM number of the document;
- b) References to amendments in legislation and new Council policies; and
- c) Correction of errors or typographical and stylistic amendments.

**AUTHORISED BY**

Council resolution

**EFFECTIVE FROM**

XX XXXX 2025

**DEPARTMENT RESPONSIBLE**

Recreation and Community Outcomes and Civic and Executive Services, Community and Lifestyles

**REVIEW DATE**

The policy will be reviewed every two years.

VERSION	AMENDED BY	DATE	TRIM NUMBER
1	Council resolution	XX XXXX 2025	162625.2025

**THIS POLICY WAS DEVELOPED AFTER CONSULTATION WITH**

Community and Lifestyles, Recreation and Community Outcomes  
Corporate Support (Legal Services and Governance)  
Office of Local Government NSW

**REFERENCES**

Liverpool City Council: Code of Conduct Policy and Procedures  
Liverpool City Council: Social Justice Policy  
Liverpool City Council: Ethical Governance: Conflicts of Interest Policy

<b>ITEM 07</b>	<b>Policy Review - Civic Awards Policy</b>
<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	219129.2025
<b>Report By</b>	M'Leigh Brunetta - Manager Civic & Executive Services
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

**EXECUTIVE SUMMARY**

The Civic Awards Policy provides an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

At the Governance Meeting dated 15 April 2025, the draft Civic Awards Policy was tabled. Feedback was received to:

- Name the awards 'Order of Liverpool' and 'Australia Day Awards';
- Clarify Australia Day Awards to be presented on Australia Day, and only under exceptional circumstances can be held on another day, Eg. To attract prominent figure or dignitaries to elevate the event or guest experience; and
- Ensure the Marketing approach and campaign for the Australia Day Awards clearly connected to the Liverpool Australia Day program and celebrated Australia's national day.

Council placed the draft Policy on Public Exhibition as well as conducted extensive consultation with the Civic Advisory Committee in the development of this Policy. Feedback was received, considered and applied where appropriate. All feedback from community members has been responded to directly and provided feedback for each item.

**RECOMMENDATION**

That the Governance Committee:

1. Notes, the public notice period and feedback applied; and
2. Endorse the Civic Awards Policy.

**REPORT**

---

The Civic Awards Policy provides an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

At the Governance Meeting dated 15 April 2025, the draft Civic Awards Policy was tabled. Feedback was received to:

- Name the awards 'Order of Liverpool' and 'Australia Day Awards';
- Clarify Australia Day Awards to be presented on Australia Day, and only under exceptional circumstances can be held on another day, E.g. To attract prominent figure or dignitaries to elevate the event or guest experience; and
- Ensure the Marketing approach and campaign for the Australia Day Awards clearly connected to the Liverpool Australia Day program and celebrated Australia's national day.

The Liverpool Civic Awards are Council's prestigious annual awards program that recognise the outstanding contribution of citizens and groups to the Liverpool local government area.

The Civic Awards include the Order of Liverpool Awards and the Australia Day Awards.

The Order of Liverpool Awards were first established to acknowledge the work and tribute of the founders and pioneers of the City of Liverpool. They are presented on, or around the 7 November, Liverpool's foundation date. Liverpool was founded by Governor Lachlan Macquarie in 1810.

The Australia Day Awards recognise the high achievement and contribution of eminent Australians and leading citizens. They are part of Council's broader Australia Day program, with awards to be presented on or around Australia Day each year. It is intended that they have a direct connection to Australian's national day and highlight the outstanding achievement and excellence in the community and importance of service to the Australian nation.

**High level summary of proposed changes.**

	<b>CURRENT</b>	<b>PROPOSED</b>	<b>RATIONALE</b>
1	Policy speaks to Australia Day Awards, then Order of Liverpool Awards	Elevate Award program to be called 'Liverpool Awards' as a 12 month marketing campaign and include Australia Day Awards and Order of Liverpool Awards	Elevate Awards program to create brand awareness. Consolidate budgets and promote 12 months in year
2	Australia Day Awards categories (x12) Citizen of the Year Young Citizen of the Year Fraser Environment Award Sports Award Macquarie Award Health Award Senior Citizen Award Small Business Award Cultural and Arts Awards	Australia Day Awards (x4) Young Citizen of the Year: 16 – 30 years Citizen of the Year: 31 – 64 years Senior Citizen of the Year: 65 years and over Community Group Award Option for 2 x highly commended awards	Several categories do not receive nominations each year. Awards are duplicated by other parts of Council. Consolidation will make the categories more competitive and elevate community stories that can be highlight throughout the year
3	Order of Liverpool categories (x3) 5 years' service for consideration for a Member of the Order of Liverpool Award; 10 years' service for consideration for an Officer of the Order of Liverpool Award; and 15 years' service for consideration for a Companion of the Order of Liverpool Award	Include all existing categories with no changes, and formally include additional category (x4)  Honorary Member of the Order of Liverpool. 10, 15 years. Non resident or non ratepayer.	Formalise category. Specify years as currently not detailed
4	Timing of Awards advertising currently 2-3 months	Amend advertising to be 12 months of year	Increase nominations availability
5	Civic Event listing and descriptions	Remove as unrelated to 'Civic Awards' program	Do not comply with policy guidelines
6	Community Feedback	Order of Liverpool to be held on 7 November or a suitable date	Ensure link to Liverpool Foundation Day
7	Community Feedback	Citizen of the Year to be invited to appropriate Civic occasions	Ensure opportunities to elevate awards and community engagement

8	Community Feedback	Australia Day Awards to retain direct link to 'Australia Day'	Revert Australia Day Awards to be 'Australia Day' Awards
9	Recognise the late Councillor Peter Fraser in the Australia Day Awards program that was previously recognised as the Environment Award by Council resolution	The Australia Day Community Group award is to dedicated in honour of the late Councillor Peter Fraser  Written specifically into policy with link to history	Ensure civic history is respected and maintained, and previous Council resolution is applied with consistency

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Support community organisations, groups and volunteers to deliver coordinated services to the community.  Promote community harmony and address discrimination.
<b>Civic Leadership</b>	Foster neighbourhood pride and a sense of responsibility.  Facilitate the development of community leaders.  Encourage the community to engage in Council initiatives and actions.  Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	There are no legislative considerations relating to this report.
<b>Risk</b>	The risk is deemed to be Low.

**ATTACHMENTS**

1. Draft Civic Awards Policy



## CIVIC AWARDS POLICY

Adopted: XX 2025

TRIM: 107740.2021



---

## CIVIC AWARDS POLICY

**DIRECTORATE:** Community & Lifestyle

**BUSINESS UNIT:** Civic & Executive Services

---

### 1. PURPOSE / OBJECTIVES

To provide an overview of Liverpool's Civic Awards program including the Order of Liverpool Awards and the Australia Day Awards. The purpose of this policy is to define how the awards are administered, selection of award recipients, and the role of the Committee.

### 2. DEFINITIONS

- "Act" means the *Local Government Act 1993*
- "CEO" means Council's Chief Executive Officer
- "Council" means the Liverpool City Council
- "LGA: means Local Government Area
- "Member" means a member of the Committee
- "Policy" means the Civic Awards Policy

### 3. POLICY STATEMENT

This policy has been created to ensure sound governance, administration and selection of the Liverpool Awards.

It applies to Councillors and Liverpool City (Council) employees, members of Council Committees and Liverpool local government area (LGA) residents and our broader communities.

### 4. LIVERPOOL CIVIC AWARDS

The Liverpool Civic Awards are Council's prestigious annual awards program that recognise the outstanding contribution of citizens and groups to the Liverpool local government area.

The Civic Awards are open and promoted all year round, under the marketing campaign 'Liverpool Civic Awards' to elevate the program profile and brand, achieve broader engagement and reach, and achieve higher return on investment.

The Civic Awards include the following Council award programs

- a) **Order of Liverpool Awards**
- b) **Australia Day Awards**

The Committee's role is to formally assess nominations and the selections of award recipients of the Civic Awards.

**5. ORDER OF LIVERPOOL AWARDS****5.1 Background**

The Order of Liverpool Awards were first established, as the Liverpool 'Heritage Awards' and acknowledged the work and tribute of the founders and pioneers of the City of Liverpool.

On 6 February 1979, a Mayoral Report called for a Special Meeting to be held on 15 May 1979, which resolved the purpose and award criteria, and recipients be organised into a formal Order to be known as 'The Order of Liverpool'.

An insignia (membership emblem) was developed, with the design being derived from the City of Liverpool Coat of Arms, being the winged ox (or bull) symbol of St. Luke and the crosslet of Governor Macquarie.

This insignia has reference to:

- a) The Liverpool founding by Governor Macquarie;
- b) St. Luke's Anglican Church (located in Liverpool), designed by Francis Greenway which opened in 1819, and is the oldest existing Anglican church in Australia;
- c) City landmark and sculpture in the grounds of St. Luke's Anglican Church.
- d) The crosslet from the crest of our City and the arms of Governor Macquarie, representing our founding and historic heritage.

The awards are now known as the Order of Liverpool Awards and presented on, or around the 7 November, Liverpool's foundation date. Liverpool was founded by Governor Lachlan Macquarie in 1810.

**5.2 Purpose**

The Order of Liverpool Awards recognise the distinguished years of work or voluntary service that have enhanced the quality of life in the Liverpool local government area.

**5.3 Award Categories**

The categories are:

Membership	Abbreviation	Years of service	Criteria
Member of the Order of Liverpool	(MLO)	5 years	Resident or rate payer
Officer of the Order of Liverpool	(OLO)	10 years	
Companion of the Order of Liverpool	(CLO)	15 years	
Honorary Member of the Order of Liverpool	(HLO)	15 years	Non resident or rate payer

**5.4 Eligibility**

Nominees must be a

- a) Resident or ratepayer of the Liverpool local government area who has achieved the required years of service for a Member, Officer or Companion of the Order of Liverpool.
- b) A non resident or rate payer, who has contributed to the Liverpool local government area who has achieved the required years of service for an Honorary Member of the Order of Liverpool.

Nomination must detail the

- Voluntary community service contribution
- Involvement and commitment to the Liverpool community
- Outstanding achievements
- Evidence of contribution and/or service

Nominee's contributions to the Liverpool LGA must be predominantly voluntary and not solely as a result of paid employment. They must meet the category minimum years of service required.

Nominations must be submitted on Council's nomination form with all mandatory information required.

Posthumous awards will be considered providing the date of the nominee's death occurred within the 12 months following the previous closing date of the Awards.

Award recipients can only receive one award each year, that should align with the years of service achieved.

**5.5 Timeline**

Month	
Annual	The program is open and promoted all year round in Council publications.
September	Compile for assessment. Nominations will continue to remain open and received for the following period. Once nominations are batched for assessment no late nominations will be included.
October	Committee assessment against eligibility criteria and award recipients' recommendation. Final review and approval by Liverpool CEO (operational matter not required to go to Council).
November	Award presentation on, or around Liverpool's foundation date 7 November.  The presentation should be made by the Mayor of Liverpool (or delegate) and could be done in alignment with another Council activity or event to achieve maximum media exposure or increase guest experience. Each year the delivery model can change to leverage available opportunities to elevate the award program/event.

## 6. AUSTRALIA DAY AWARDS

### 6.1 Background

Each year, the National Australia Day Council delivers the Australian of the Year Awards, recognising the high achievement and contribution of eminent Australians and leading citizens.

The local Australia Day Awards are administered by local government authorities throughout the country, and support is provided by the Australia Day Council of New South Wales through the provision of certificates for presentation and a delivery outline. Council has participated in the Australia Day Awards program since their inception as they provide the opportunity to recognise and honor outstanding achievement and excellence in the local community and highlight the importance of service to the Australian nation.

The Liverpool Australia Day Awards are part of Council's broader Australia Day program, with awards to be presented on or around Australia Day each year. It is intended that they have a direct connection to Australian's national day.

The Mayor (or delegate) is delegated to make the award presentations to the recipients. The Mayor on occasion may approve or invite other delegates to join them to assist with the presentation of awards.

In 1988, Council recognised former Liverpool City Council Councillor the late Peter Fraser commitment to environmental conservation by creating 'The Fraser Environment Award' in his honour. Mr Fraser had a passion for environmental conservation which was at the heart of his tireless community activism. The award was presented each year at part of the awards program. In 2025, Council dedicated the Community Group Award category to Mr Fraser to honour Liverpool's civic history and continue to highlight the work achieved and importance of environment and activism for community outcomes.

### 6.2 Purpose

To recognise outstanding contributions by local citizens and community group/s contribution who have made an outstanding contribution to the community.

### 6.3 Role of the Australia Day Award recipients

The Australia Day Award recipients will be encouraged to be involved in a number of Council initiatives such as:

- Council's civic and community functions and events
- Other Council programs and activities as appropriate

Any involvement in Council initiatives is in a voluntary basis and remuneration will not be made.

#### 6.4 Awards Categories

There are two award categories (Citizen of the Year and Community Group Award) with a total of four (4) awards. They are:

##### **Citizen of the Year**

A person who has made a noteworthy contribution in one of three subcategory age groups that are:

- Young Citizen of the Year: 16 – 30 years
- Citizen of the Year: 31 – 64 years
- Senior Citizen of the Year: 65 years and over

*Note: the age of the nominee must fall into the applicable category as of 26 January of the ceremony year. Selection of award recipients will take into consideration activities in the year prior to January of the ceremony year, in addition to past and future activities.*

##### **Community Group Award in honour of Peter Fraser**

A local group or organisation, which has provided an outstanding contribution to the Liverpool community. This includes projects and events.

*Note: The Community Group Award must be for a group, project or activity which has contributed to the Liverpool in the 24 months prior to January of the ceremony year.*

The Community Group Award is in honour of former Liverpool City Councillor the late Peter Fraser. It recognizes his commitment to environmental conservation and tireless community activism. The Community Group Award category should be promoted 'in honour of Peter Fraser' and where appropriate his contribution highlighted in marketing initiatives and the event program if available.

#### 6.5 Procedure

Nominations will be open to the public and advertised throughout the LGA.

Nominations will be reviewed by Council's staff to ensure eligibility requirements and conditions of entry have been met.

Illegible nominations received before the closing date will be provided the opportunity to reapply. Illegible nominations received after the closing date will be deemed ineligible for the current year and nominator will be provided the opportunity to reapply in the following year.

All eligible nominees will be considered for an award and invited to the Australia Day Awards ceremony and announced as a 'Nominee' at the presentation. There will be no finalists in any categories or subcategories.

All eligible nominees will be contacted by Council and provided the opportunity to participate or withdraw from the awards program prior to assessment.

## 6.6 Eligibility

The eligibility criteria for Citizen of the Year awards as follows:

- Nominees must be an Australian Citizen at the time of nomination.
- Nominees must have resided or worked in the Liverpool LGA within the past 12 months at the time of nomination. This includes work of a voluntary nature.
- Nominees must not be a sitting local, state or federal politician, or have immediately left office.
- Nominees must be of good fame and character.

The eligibility criteria for the Community Group Award are as follows:

- Community groups must be based, operating in or servicing the Liverpool LGA at the time of nomination.
- Community groups, projects and activities must have been held and largely contribute or significantly benefit the Liverpool LGA within 24 months of the nomination date.
- Community groups must be of good fame and character.

## 6.7 Condition of Entry

The following conditions of entry apply to all group nominations:

- Nominations must be made on the official nomination form and submitted online or via email with any supporting documents.
- Nominations must be received by Council by the published closing date. Late applications and material will not be accepted, and nominators will be provided with the opportunity to reapply in the following year.
- Nominators can make submissions for more than one group, but a separate form must be used for each nomination.
- Community groups may self-nominate.
- All nominees will be provided with the opportunity to accept their nomination (or decline) and submit further supporting information within a specified period for consideration as part of their nomination. Late material will not be accepted.
- Past award recipients (award category or subcategory winners) will not be considered in the same category again.
- No weight is given to the number of times a group is nominated.
- Information provided in the nomination submission, and by the nominee, may be included in the event program and media release. Nominees should note, this could be a summary of the information provided, and all information may not be included.
- All nomination information submitted remain the property of Council.

Nominations should:

- address the assessment criteria by outlining the nominee's background, achievements, and reasons for nomination
- include supporting documents such as character reference/s and photograph/s

**6.8 Assessment Criteria**

Recipients will be selected by the committee according to the following criteria and scoring structure:

A. Community impact	Undertaken activities which have a positive purpose and benefit the community. The impact of these activities, by either an individual or group on the community, is lasting and enduring.	30%
B. Outstanding achievement	Showed outstanding achievement in a specific field, including but not limited to academic, sporting, environmental, community engagement, business, welfare, arts and culture, leadership and civic responsibility.	30%
C. Positive role model	Be a positive role model to others.	20%
D. Liverpool LGA	Nominations located in the Liverpool LGA which also delivers the service to the Liverpool community.	10%
E. Volunteer contribution	Nominations of a volunteer nature, in kind service or contribution which is not in a paid capacity.	10%

**6.9 Selection Process**

Recipients will be selected by the committee according to the assessment criteria. Selections will be recommended to the Liverpool CEO for final approval.

The Committee:

- can award up to two 'Highly Commended' certificates for each award. 'Highly Commended' certificates are not a requirement and should only be utilised when there is an exceptional candidate to be recognised.
- cannot select joint recipients in any award category or subcategory.
- cannot allocate more than one award or certificate per year to a recipient.
- cannot create additional categories or subcategories for assessment.

Selection is to be based on the information that is provided in the nomination form and supporting documents by the specified time allocated. It is the

responsibility of the Nominator and Nominee to supply all nomination information for assessment.

The Committee will be provided with nomination information prior to the first meeting taking place to conduct a preliminary assessment.

All nomination information

- is to be treated as confidential.
- is not to be copied, and must not be discussed or shared with any person outside the Committee or appropriate Council staff at any time
- must be returned to Council at the conclusion of the final Committee, and must not be retained by Civic Advisory members
- is to be handled in accordance with Council's Privacy Policy
- Committee members will be required to attend 1-3 meetings, where they must achieve consensus through discussion and further consideration of Nominees. All members will have equal votes.
- There is no obligation for the Committee/Council to allocate an award each year if it is considered there is no nomination satisfactory to meet the criteria. The decision is final.
- Council staff can provide support and advice to the panel only and have no voting rights.

#### 6.10 Timeline

Month	Abbreviation
Annual	The program is open and promoted all year round in Council publications.
November	Nominations close and compiled for assessment.
December	Committee assessment against eligibility criteria and award recipients' recommendation. Final review and approval by Liverpool CEO (operational matter not required to go to Council).
January	Award presentation on, or around Australia Day, 26 January.  The presentation should be made by the Mayor of Liverpool and could be done in alignment with another Council activity or event to achieve maximum media exposure or increase guest experience. Each year the delivery can change to leverage available opportunities.

#### 7. COMMITTEE

The Committee is responsible for the review, assessment and selection of award recipients

The Committee will not receive remuneration and current year members may be invited to attend the Civic Awards ceremonies as a guest. Members may also feature in the event program (if available).

The Committee members cannot publicly comment on behalf of the Committee or Council at any time.

**RELATED POLICIES & PROCEDURE REFERENCES**

Gifts and Benefits Policy  
Code of Conduct Policy  
Privacy Policy  
Code of Meeting Practice  
Civic Advisory Charter

**AUTHORISED BY**

Council Resolution

**EFFECTIVE FROM**

XXX

**REVIEW DATE**

XXX

**DEPARTMENT RESPONSIBLE**

Civic and Executive Services

**VERSIONS**

Version	Amended by	Date	TRIM Number
1	Council resolution	30 October 2013	182547.2013-001 and 280465.2013
2	Council resolution	29 October 2014	242780.2014 and 237146.2014
3	Council resolution	25 February 2015	004174.2015 and 004089.2015
4	Council resolution	29 April 2015	107541.2015
5	Council resolution	17 June 2015	156045.2015
6	Council resolution	3 February 2016	004433.2016
7	Council resolution	27 April 2016	158436.2016
8	Council resolution	27 July 2016	214048.2016
9	Council resolution	30 August 2017	215697.2017
10	Council resolution	27 February 2019	032996.2019
11	Council resolution	20 November 2019	032996.2019-002
12	Council resolution	24 June 2020	032996.2019-003
13	Council resolution	31 March 2021	107740.2021
14	Council resolution	XX July 2025	

<b>ITEM 08</b>	<b>Policy Review - Councillor and Staff Interaction Policy</b>
----------------	--

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	219130.2025
<b>Report By</b>	M'Leigh Brunetta - Manager Civic & Executive Services
<b>Approved By</b>	Tina Bono - Director Community & Lifestyle

### **EXECUTIVE SUMMARY**

*This report was tabled at the 18 June 2025 Council meeting and deferred to the July Governance Meeting for further consideration.*

The Councillor and Staff Interaction Policy (The Policy) provides the framework to help ensure positive and professional relationships between Councillors and Council staff. The Policy provides a critical framework to guide and maintain positive, respectful, and professional relationships between Councillors and Council staff. This framework is essential to support good governance, ensure appropriate separation of roles and responsibilities, and safeguard the integrity of Council operations.

The Model Councillor and Staff Interaction Policy, developed by the Office of Local Government (OLG), serves as a best-practice standard for all NSW councils. It reflects the principles of transparency, accountability, and ethical conduct in local government, and ensures that interactions between elected representatives and staff are conducted in a manner that upholds public confidence and supports effective service delivery.

Council's current Policy was adopted on 26 July 2023 and, in line with good governance and legislative compliance, is scheduled for review by 31 May 2025. As part of this review, the Policy has been revised to align with the Model Councillor and Staff Interaction Policy issued by the Office of Local Government. This alignment ensures consistency with sector-wide standards, reinforces appropriate governance practices, and ensures the Policy remains relevant to the evolving operational and regulatory environment while continuing to meet the expectations of both the community and the Office of Local Government.

**RECOMMENDATION**

---

That the Governance Committee:

1. Notes, the Draft Councillor and Staff Interaction Policy and
2. Endorse the Councillor and Staff Interaction Policy.

**REPORT**

---

The Councillor and Staff Interaction Policy (The Policy) provides the framework to help ensure positive and professional relationships between Councillors and Council staff. The Policy provides a critical framework to guide and maintain positive, respectful, and professional relationships between Councillors and Council staff. This framework is essential to support good governance, ensure appropriate separation of roles and responsibilities, and safeguard the integrity of Council operations.

Positive, professional working relationships between Councillors and staff are a key element of Council's success.

In broad terms, a Councillor's role is a strategic one. As members of the governing body, Councillors are responsible not only for representing the community, but also for setting the strategic direction of the council and keeping its performance under review.

The role of Council staff, under the leadership of the CEO, is to carry out the day-to-day operations of the Council and to implement the decisions, plans and policies adopted by the governing body.

Councillors need access to information about the Council's strategic position and performance to perform their civic functions effectively. The CEO and staff are responsible for providing Councillors with this information to facilitate the decision-making process.

Given Councillors role in setting the Council's strategic direction and keeping its performance under review, Councillors are entitled to request information about a range of issues.

However, in requesting information, Councillors should not be seeking to interrogate the minutiae of the Council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a Council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

The Councillor and Staff Interaction Policy has three main goals:

- to establish a framework by which Councillors can access the information they need to perform their civic functions,
- to promote positive and respectful interactions between Councillors and staff, and
- to advise where concerns can be directed if there is a breakdown in the relationship between Councillors and staff.

Council's current Policy was adopted on 26 July 2023 and, in line with good governance and legislative compliance, is scheduled for review by 31 May 2025. As part of this review, the Policy has been revised to align with the Model Councillor and Staff Interaction Policy issued by the Office of Local Government. This alignment ensures consistency with sector-wide standards, reinforces appropriate governance practices, and ensures the Policy remains relevant to the evolving operational and regulatory environment while continuing to meet the expectations of both the community and the Office of Local Government.

In response to feedback and questions received from Councillors regarding the draft *Councillor and Staff Interaction Policy*, Council has compiled a summary of the key matters raised to date. To support transparency and informed decision-making, this information is being shared with all Councillors for collective consideration.

1	<b>Why is this Policy being reviewed now?</b>	The current Policy was adopted on 26 July 2023, with a scheduled review date of 31 May 2025. To ensure compliance with this timeframe, the draft Policy has been prepared for Council consideration.
2	<b>Why has the draft Policy title changed?</b>	The draft Policy title has been updated from <i>Access to Information and Interaction with Staff Policy</i> to <i>Councillor and Staff Interaction Policy</i> , to align directly with the Office of Local Government (OLG) Model Policy.
3	<b>Why does the draft Policy closely resemble the OLG Model Policy?</b>	The OLG produces a suite of best practice governance policies, informed by consultation with councils and sector experience. The draft Policy aligns with the OLG Model to reflect this exemplar approach and promote consistency across the sector.
4	<b>What was the rationale for reverting to the Model format and template? Was the current Policy deemed unfit?</b>	During the scheduled review, it became evident that the current Policy was not fully aligned with the OLG Model. Councillors were presented with the option at the 13 May Governance Committee Meeting to either amend the current version or adopt the Model. Reversion to the Model was recommended to ensure best practice and alignment. All relevant content from the existing Policy has been retained as attachments for transparency.
5	<b>Has a table summarising the changes been provided?</b>	A summary table highlighting the key changes was included in the presentation at the 13 May Governance Committee Meeting. This table has been included in this report for Councillor reference.

<p><b>Why wasn't the Model Policy adopted in 2023 when the current Policy was resolved?</b></p>	<p>In 2023, Council resolved a revised version of the existing policy. Since implementation, feedback has identified formatting and structural differences. In accordance with governance best practice, Council is now proposing alignment with the OLG Model.</p>
<p><b>The draft Policy indicates Councillors are to interact with the CEO and ELT only. Was consultation undertaken on this change?</b></p>	<p>Schedule 1 of the draft Policy outlines <i>Authorised Staff Contacts for Councillors</i>. This schedule, consistent with the OLG Model, may be amended by the CEO at any time. While interaction is focused on the CEO and ELT, Directors may authorise staff to engage with Councillors as appropriate. This ensures oversight, timely resolution, and accountability. Additionally, the Model (and the draft) includes a requirement for all Councillor requests to be recorded, increasing transparency and ensuring appropriate governance.</p>

#### High level summary of proposed changes.

ITEM	DETAIL	SUMMARY
Policy title amendment	Access to Information and Interaction with Staff Policy To Councillor and Staff Interaction Policy	Direct alignment to OLG Model Councillor and Staff Interaction Policy
4.10	Where the Mayor or a Councillor receives an enquiry from a constituent with regard to an operational matter, the enquiry should be actioned as follows:... <i>followed by process</i>	Not detailed in Model Code.  Operational procedure.
5	Third Party Advice <i>5.5 The CEO will generally not obtain third party advice without a Council resolution in relation to: Matters where Council staff have not yet provided advice; and Advice with an estimated cost of \$10,000 or more.</i>	Specific operational procedure and thresholds. Legal Services Policy.
Attachment A	Interactions between Councillor and Council Staff - table	Operational procedure.
Attachment B	Statutory provisions relating to the roles of Councillors and the Chief Executive Officer	Extract. Intended for reference.

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	Promote community harmony and address discrimination. There are no social and cultural considerations.
<b>Civic Leadership</b>	Facilitate the development of community leaders. Provide information about Council's services, roles and decision making processes. Deliver services that are customer focused. Operate a well-developed governance system that demonstrates accountability, transparency and ethical conduct.
<b>Legislative</b>	Local Government Act 1993 Local Government (General) Regulation 2021 State Records Act 1998 Work Health Safety Act 2011 Office of Local Government (OLG) Model Councillor and Staff Interaction Policy for Local Councils in NSW
<b>Risk</b>	The risk is deemed to be Low as Council's Draft Councillor and Staff Interaction Policy are consistent with the Model Policy published by the Office of Local Government (OLG).

**ATTACHMENTS**

1. Draft Councillor and Staff Interaction Policy



## COUNCILLOR AND STAFF INTERACTION POLICY

Adopted: 18 June 2025

TRIM: 380335.2022-008



**Contents**

Preface .....3

Councillor and Staff Interaction Policy .....5

Part 1 – Introduction .....5

Part 2 – Policy application.....5

Part 3 – Policy objectives.....6

Part 4 – Principles, roles and responsibilities .....6

Part 5 – The councillor requests system.....9

Part 6 – Access to Council staff.....11

Part 7 – Councillor access to council buildings .....11

Part 8 – Appropriate and inappropriate interactions.....11

Part 9 – Complaints .....13

Schedule 1 – Authorised staff contacts for Councillors .....14

Schedule 2 – Councillor request and access to information table .....14

Schedule 3 – Statutory provisions relating to the roles of Councillors and the CEO .....17

## Preface

### Positive working relationships between councillors and staff: a council's key asset

Positive, professional working relationships between councillors and staff are a key element of any council's success. If relationships between councillors and staff are functioning effectively, the council is more likely to perform effectively. If these relationships break down, it can lead to dysfunction, create a potential corruption risk<sup>1</sup>, and ultimately the council's performance will suffer.

A good relationship between councillors and staff is based, in large part, on both having a mutual understanding and respect for each other's roles and responsibilities. These are defined in the *Local Government Act 1993* (the LGA) and the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

In broad terms, a councillor's role is a strategic one. As members of the governing body, councillors are responsible not only for representing the community, but also for setting the strategic direction of the council (not operational) and keeping its strategic performance under review. A comprehensive outline of the role of a councillor is provided in Part 4 of this Policy.

The role of council staff, under the leadership of the general manager, is to carry out the day-to-day operations of the council and to implement the decisions, plans, programs and policies adopted by the governing body.

### Access to information: the key to the relationship

Councillors need access to information about the council's strategic position and performance to perform their civic contemporary functions effectively. The CEO and staff are responsible for providing councillors with this information to facilitate

the decision-making process.

Given councillors' role in setting the council's strategic direction and keeping its performance under review, councillors are entitled to request information about a range of issues.

However, in requesting information, councillors should not be seeking to interrogate the minutiae of the council's operations or to direct or influence staff in the performance of their duties. Councillors should also recognise that a council's resources are finite, and they need to be mindful of the impact of their requests.

Above all, interactions between councillors and staff should be positive, respectful and professional.

### Official capacity versus private capacity

It is also inevitable that councillors and council staff will engage with their council in their private capacity. This can be for something as simple as borrowing a book from a council library, to more complex matters, such as submitting a development application.

In these circumstances, it is vital that councillors and council staff do not seek to use, or appear to use, their position within council to obtain a private benefit. To do so could be seen as an attempt to exert pressure on councillors and/or council staff with a view to obtaining preferential treatment. Such conduct has the potential to undermine both the integrity of a council's decision-making processes, as well as the community's confidence in council, and so must be avoided.

### The development and intent of this policy

At its core, the policy has three main goals:

- to establish a framework by which councillors can access the information

<sup>1</sup> As highlighted by the NSW Independent Commission Against Corruption's Operation Dasha <https://www.icac.nsw.gov.au>

they need to perform their civic functions,

- to promote positive and respectful interactions between Councillors and staff, and
- to advise where concerns can be directed if there is a breakdown in the relationship between councillors and staff.

### Adoption

This Councillor and Staff Interaction Policy reflects best practice for council and directly aligns to the Office of Local Government Model Councillor and Staff Interaction Policy.

## Definitions

<b>Business day</b>	means a standard business day between Monday to Friday, excluding weekend
<b>CEO</b>	means Chief Executive Officer of Council
<b>Code of Conduct</b>	means the Code of Conduct Policy adopted by Council
<b>Contemporary</b>	means current or occurring in the present Eg. considered to impact the current term of Council
<b>Council</b>	means Liverpool City Council
<b>Councillors</b>	means all elected Councillors including the Mayor and Deputy Mayor
<b>Councillor request</b>	means a request put to Council by an elected Councillor including the Mayor and Deputy Mayor. This excludes a Council resolution or NOM
<b>Councillor Support Officer</b>	means Council staff within the Executive Services team engaged to support Councillors administrative needs and facilitate requests
<b>Executive Leadership Team</b>	means staff engaged as a Director at Council
<b>Executive Services</b>	means Council's Executive Services unit/team
<b>General Manager</b>	means the CEO of Council
<b>ICT</b>	means Information and Communication Technology
<b>NOM</b>	means Notice of Motion
<b>Model Code</b>	means the Model Councillor and Staff Interaction Policy set by the Office of Local Government
<b>Policy</b>	means the Councillor and Staff Interaction Policy set by Council
<b>Request</b>	means making a request that can be accepted or declined based on suitability

## Councillor and Staff Interaction Policy

### Part 1 – Introduction

- 1.1 *The Councillor and Staff Interaction Policy* (the Policy) provides a framework for Councillors when exercising their civic functions by specifically addressing their ability to interact with, and receive advice from, authorised staff.
- 1.2 The Policy complements and should be read in conjunction with Liverpool City Council's *Code of Conduct* (the Code of Conduct).
- 1.3 The aim of the Policy is to facilitate a positive working relationship between Councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between Councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
- 1.4 It is important to have an effective working relationship that recognises the important but differing contribution both parties bring to their complementary roles.

### Part 2 – Application

- 2.1 This Policy applies to all Councillors and council staff.
- 2.2 This Policy applies to all interactions between Councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
- 2.3 This Policy applies whenever interactions between Councillors and staff occur, including inside or outside of work hours, and at both council and non-council venues and events.
- 2.4 This Policy does not confer any delegated authority upon any person. All delegations to staff are made by the CEO.
- 2.5 The Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to the Council's policies. A breach of this Policy will be a breach of the Code of Conduct.

### Part 3 – Policy objectives

3.1 The objectives of the Policy are to:

- a) establish positive, effective and professional working relationships between Councillors and staff defined by mutual respect and courtesy
- b) enable Councillors and staff to work together appropriately and effectively to support each other in their respective roles
- c) ensure that Councillors receive advice in an orderly, courteous and appropriate manner to assist them in the performance of their civic duties
- d) ensure Councillors have adequate access to information to exercise their statutory roles
- e) provide direction on, and guide Councillor interactions with, staff in both obtaining information and in general situations
- f) maintain transparent decision making and good governance arrangements
- g) ensure the reputation of Council is enhanced by Councillors and staff interacting consistently, professionally and positively in their day-to-day duties
- h) provide a clear and consistent framework through which breaches of the Policy will be managed in accordance with the Code of Conduct.

### Part 4 – Principles, roles and responsibilities

- 4.1 Several factors contribute to a good relationship between Councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.
- 4.2 The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the CEO, who in turn, is accountable to the Council's governing body.
- 4.3 Section 232 of the *Local Government Act 1993* (the LGA) states that the role of a Councillor is as follows:
  - a) to be an active and contributing member of the governing body
  - b) to make considered and well-informed decisions as a member of the governing body
  - c) to participate in the development of the integrated planning and reporting framework
  - d) to represent the collective interests of residents, ratepayers and the local community
  - e) to facilitate communication between the local community and the governing body
  - f) to uphold and represent accurately the policies and decisions of the governing body
  - g) to make all reasonable efforts to acquire and maintain the skills

necessary to perform the role of a Councillor.

4.4 The administration’s role is to advise the governing body, implement Council’s decisions and to oversee service delivery.

4.5 It is beneficial if the administration recognises the complex political environments in which elected members operate and acknowledge that they work within a system that is based on democratic governance. Councillors similarly need to understand that it is a highly complex task to prepare information and provide quality advice on the very wide range of issues that Council operations cover.

4.6 Council commits to the following principles to guide interactions between Councillors and staff:

<b>Principle</b>	<b>Achieved by</b>
<b>Equitable and consistent</b>	Ensuring appropriate, consistent and equitable access to information for all Councillors within established service levels
<b>Considerate and respectful</b>	Councillors and staff working supportively together in the interests of the whole community, based on mutual respect and consideration of their respective positions
<b>Ethical, open and transparent</b>	Ensuring that interactions between Councillors and staff are ethical, open, transparent, honest and display the highest standards of professional conduct
<b>Fit for purpose</b>	Ensuring that the provision of equipment and information to Councillors

is done in a way that is suitable, practical and of an appropriate size, scale and cost for a client group of elected Councillors.

<b>Accountable and measurable</b>	Providing support to Councillors in the performance of their role in a way that can be measured, reviewed and improved based on qualitative and quantitative data
-----------------------------------	---

4.7 Councillors are members of the Council’s governing body, which is responsible for directing and controlling the affairs of the Council in accordance with the LGA. Councillors need to accept that:

- a) responses to requests for information from Councillors may take time and consultation to prepare and be approved prior to responding
- b) staff are not accountable to them individually
- c) they must not direct staff except by giving appropriate direction to the CEO by way of a council or committee resolution, or by the mayor exercising their functions under section 226 of the LGA
- d) they must not, in any public or private forum, direct or influence, or attempt to direct or influence, a member of staff in the exercise of their functions
- e) they must not contact a member of staff on council-related business unless in accordance with this Policy
- f) they must not use their position to attempt to receive favourable treatment for themselves or others.

- 4.8 The CEO is responsible for the efficient and effective day-to-day operation of the Council and for ensuring that the lawful decisions of the Council are implemented without undue delay.
- Council staff need to understand:
- a) they are not accountable to individual Councillors and do not take direction from them. They are accountable to the CEO, who is in turn accountable to the Council's governing body
  - b) they should not provide advice to Councillors unless it has been approved by the CEO or a staff member with a delegation to approve advice to Councillors
  - c) they must carry out reasonable and lawful directions given by any person having the authority to give such directions in an efficient and effective manner
  - d) they must ensure that participation in political activities outside the service of the Council does not interfere with the performance of their official duties
  - e) they must provide full and timely information to Councillors sufficient to enable them to exercise their civic functions in accordance with this Policy.

## Part 5 – The Councillor requests system

- 5.1 Councillors have a right to request information provided it is relevant to Councillor's exercise of their civic functions. This right does not extend to matters about which a Councillor is merely curious.
- 5.2 Councillors do not have a right to request information about matters that they are prevented from participating in decision-making on because of a conflict of interest, unless the information is otherwise publicly available.
- 5.3 The CEO may identify Council support staff (Executive Services team) under this Policy for the management of requests from Councillors.
- 5.4 Councillors can use the Councillor requests system to:
  - a) request information or ask questions that relate to the strategic performance and/or the strategic operation of the Council
  - b) bring concerns that have been raised by members of the public to the attention of staff
  - c) request ICT or other support from the Council administration
  - d) request that a staff member be present at a meeting (other than a meeting of the council) for the purpose of providing advice to the meeting.
- 5.5 Councillors must, to the best of their knowledge, be specific about what information they are requesting, and make their requests respectfully. Where a Councillor's request lacks specificity, the CEO or staff member authorised to manage the matter is entitled to ask the

- Councillor to clarify their request and the reason(s) why they are seeking the information.
- 5.6 Staff must make every reasonable effort to assist Councillors with their requests and do so in a respectful manner.
- 5.7 The CEO or the staff member authorised to manage a Councillor request will provide a response within 30 days. Where a substantial response cannot be provided within that timeframe, the Councillor will be advised, and the information will be provided as soon as practicable.
- 5.8 Requests under clause 5.4 (d) must be made 5 business days before the meeting date. The CEO, or members of staff that are listed at Schedule 1 of this Policy, are responsible for determining:
- whether a staff member can attend the meeting; and
  - which staff member will attend the meeting.
- Staff members who attend such meetings must be appropriately senior and be subject matter experts on the issues to be discussed at the meeting.
- 5.9 Councillors are required to treat all information provided by staff appropriately and to observe any confidentiality requirements.
- 5.10 Staff will inform Councillors of any confidentiality requirements for information they provide so Councillors can handle the information appropriately.
- 5.11 Where a Councillor is unsure of confidentiality requirements, they should contact the CEO, or the staff member authorised to manage their request.
- 5.12 The CEO may refuse access to information requested by a Councillor if:
- the information is not necessary for the performance of the Councillor's civic functions, or
  - if responding to the request would, in the CEO opinion, result in an unreasonable diversion of staff time and resources, or
  - the Councillor has previously declared a conflict of interest in the matter and removed themselves from decision-making on it, or
  - the CEO is prevented by law from disclosing the information.
- 5.13 Where the CEO refuses to provide information requested by a Councillor, they must act reasonably. The CEO must advise a Councillor in writing of their reasons for refusing access to the information requested.
- 5.14 Where a Councillor's request for information is refused by the CEO on the grounds referred to under clause 5.12 (a) or (b), the Councillor may instead request the information through a resolution of the council by way of a notice of motion. This clause does not apply where the CEO refuses a Councillor's request for information under clause 5.12 (c) or (d).
- 5.15 Nothing in clauses 5.12, 5.13, and 5.14 prevents a Councillor from requesting the information in accordance with the *Government Information (Public Access) Act 2009*.
- 5.16 Where a Councillor persistently makes requests for information which, in the CEO's opinion, result in a significant and unreasonable diversion of staff time and resources the council may, on the advice of the CEO, resolve to limit the number of requests the Councillor may make.

- 5.17 Councillor requests are state records and must be managed in accordance with the *State Records Act 1998*.
- 5.18 On request, a report will be provided to Council, regarding the performance and efficiency of the Councillor requests system against established key performance indicators.

## Part 6 – Access to Council staff

- 6.1 Councillors may directly contact members of staff that are listed in Schedule 1 of this Policy. The CEO may amend this list at any time and will advise Councillors promptly of any changes.
- 6.2 Councillors can contact staff listed in Schedule 1 about matters that relate to the staff member's area of responsibility.
- 6.3 Councillors should as far as practicable, only contact staff during normal business hours.
- 6.4 If Councillors would like to contact a member of staff **not listed** in Schedule 1, they must **receive permission from the CEO**.
- 6.5 If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the CEO or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
- 6.6 The CEO or a member of the Council's executive leadership team may direct any staff member to contact Councillors to provide specific information or clarification relating to a specific matter.
- 6.7 A Councillor or member of staff must not take advantage of their official position to improperly influence other Councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person. Such conduct should be immediately reported to the CEO or Mayor in the first instance, or alternatively to the Office of Local Government, NSW Ombudsman, or the NSW Independent Commission Against Corruption.

## Part 7 – Councillor access to council buildings

- 7.1 Councillors are entitled to have access to the mayor's office (limited to mayor only), Councillors' office including Councillor kitchen and meeting rooms, and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the CEO.
- 7.2 Councillors must not enter staff-only areas of Council buildings without the approval of the CEO.

## Part 8 – Appropriate and inappropriate interactions

8.1 Examples of appropriate interactions between Councillors and staff include, but are not limited to, the following:

- a) Councillors and council staff are courteous and display a positive and professional attitude towards one another
- b) council staff ensure that information necessary for Councillors to exercise their civic functions is made equally available to all Councillors, in accordance with this Policy and any other relevant Council policies
- c) council staff record the advice they give to Councillors in the same way they would if it was provided to members of the public
- d) council staff, including Council's executive team members, document Councillor requests via the Councillor requests system
- e) council meetings and Councillor briefings are used to establish positive working relationships and help Councillors to gain an understanding of the complex issues related to their civic duties
- f) Councillors and council staff feel supported when seeking and providing clarification about council related business
- g) Councillors forward requests through the Councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy

8.2 Examples of inappropriate interactions between Councillors and staff include, but are not limited to, the following:

- a) Councillors and council staff conducting themselves in a manner which:
    - i) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
    - ii) constitutes harassment and/or bullying within the meaning of the Code of Conduct, or is unlawfully discriminatory
  - b) Councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
  - c) staff approaching Councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
  - d) subject to clause 5.12, staff refusing to give information that is available to other Councillors to a particular Councillor
  - e) Councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council
  - f) Councillors being overbearing or threatening to staff
  - g) staff being overbearing or threatening to Councillors
  - h) Councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media
    - i) Councillors directing or pressuring staff in the performance of their work, or recommendations they should make
    - j) staff providing ad hoc advice to Councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community
- 8.3 Where a Councillor engages in conduct that, in the opinion of the CEO, puts the health, safety or welfare of staff at risk, the CEO may restrict the Councillor's access to staff.
- 8.4 Any concerns relating to the conduct of staff under this Policy should be raised with the CEO.

## Part 9 – Complaints

- 9.1 Complaints about a breach of this policy should be made to the CEO (if the complaint is about a Councillor or member of council staff), or the Mayor (if the complaint is about the CEO).
- 9.2 Clause 9.1 does not operate to prevent matters being reported to OLG, the NSW Ombudsman, the NSW Independent Commission Against Corruption or any other external agency.

**AUTHORISED BY**

Council

**EFFECTIVE FROM**

18 June 2025

**DEPARTMENT RESPONSIBLE**Office of the CEO  
Civic and Executive Services**REVIEW DATE**

3 years

**THIS POLICY HAS BEEN DEVELOPED AFTER CONSULTATION WITH**Chief Executive Officer  
Executive Leadership Team  
Governance and Legal  
Office of Local Government**VERSIONS**

Version	Amended by	Date	TRIM Number
1	Council Resolution	11 June 2002	Not applicable
2	Council Resolution	15 June 2009	099865.2009
3	Council Resolution	21 June 2010	111710.2010
4	Council Resolution	25 July 2011	079519.2011
5	Council Resolution	5 November 2012	231162.2012
6	Council Resolution	26 June 2013	144367.2013
7	Council Resolution	20 June 2014	129147.2014
8	Acting CEO after review	17 June 2016	166749.2016
9	Council Resolution	6 February 2019	060558.2019
10	Council Resolution (reviewed and no changes made)	3 February 2021	060558.2019
11	Council	31 March 2023	380335.2022-008
12	Council Resolution	26 July 2023	380335.2022-008
13	Council Resolution	18 June 2025	

**REFERENCE**

Model Councillor and Staff Interaction Policy 2022

**RELATED REFERENCES**Code of Conduct Policy  
Code of Meeting Practice Policy  
Civic Expenses and Facilities Policy  
Conflicts of Interest Policy  
Dignity and Respect in the Workplace Policy  
Fraud and Corruption Prevention Policy  
Legal Services Policy  
Media Policy  
Work Health and Safety Policy

## Schedule 1 – Authorised staff contacts for Councillors

1. Clause 6.1 of this Policy provides that Councillors may directly contact members of staff that are listed below. The CEO may amend this list at any time.
2. Councillors can contact staff listed below about matters that relate to the staff member's area of responsibility.
3. Councillors should as far as practicable, only contact staff during normal business hours.
4. If Councillors would like to contact a member of staff not listed below, they **must receive permission** from the CEO or their delegate.
5. If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the CEO or the Councillor Support Officer who will provide advice about which authorised staff member to contact.
6. The CEO or a member of the Council's executive leadership team may direct a council staff member to contact Councillors to provide specific information or clarification relating to a specific matter.
7. All requests relating to access of documents and operational or strategic advice must be conducted through the CEO or a Director.

Position
<b>Chief Executive Officer</b>
<b>Executive Leadership Team (Liverpool City Council Directors)</b>

Note: Extract: Part 6 – Access to Council Staff

- 6.6 *The CEO or a member of the Council's executive leadership team may direct any staff member to contact Councillors to provide specific information or clarification relating to a specific matter.*

## Schedule 2 – Councillor request and access to information table

The table specifies how elected Mayor and Councillor must request and access information from Council staff.

TYPE OF REQUEST	FROM WHOM TO GAIN APPROVAL	HOW INFORMATION IS TO BE REQUESTED	HOW INFORMATION IS TO BE PROVIDED	RESTRICTIONS TO INFORMATION
<b>Access to Documents</b>	CEO, Public Officer	Request submitted in writing.  All requests are required to go through the Councillor Support Officer (Executive Services) to keep a record of the request.	Inspection of documents will only be permitted on the premises. Copies of publicly available documents will be permitted.  Documents that are not publicly available can be inspected but not copied. The CEO has overriding discretion.	The CEO and the have discretion to refuse a request on legitimate grounds.  If access is refused, a notice of motion, the GIPA Act and the Agency Information Guide are the alternative forms of access.
<b>Operational or Strategic Advice</b> (including Notice of Motions/NOM)	CEO, Directors, Councillor Support Officer	Request submitted in writing or made verbally.  The CEO, directors and Councillor Support Officer are required to keep a file note/record of verbal requests when appropriate.  All requests are recommended to go through the Councillor Support Officer (Executive Services) in the first instance to keep a record of the request.	The response will be provided verbally, memo or email.	The CEO and directors have discretion to refuse a request on legitimate grounds.  If access is refused, a notice of motion or a question with notice is the alternative forms of access.
<b>Councillor Support and Requests</b> (including Notice of Motions/NOM)	Executive Services staff, Councillor Support Officer/s, Executive Assistant to the Mayor	Request submitted in writing or made verbally.  Council officers are required to keep a file note/record of verbal requests when appropriate.	The response will be provided verbally, memo or email.	Administrative support must be in accordance with the Civic Expenses and Facilities Policy.

## Schedule 3 – Statutory Provisions relating to the Roles of Councillors and the Chief Executive Officer

### 1. The governing body (s. 222)

The elected representatives, called "Councillors," comprise the governing body of the council.

### 2. Role of governing body (s. 223)

1. The role of the governing body is as follows:

- (a) to direct and control the affairs of the council in accordance with this Act,
- (b) to provide effective civic leadership to the local community,
- (c) to ensure as far as possible the financial sustainability of the council,
- (d) to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and policies of the council,
- (e) to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
- (f) to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
- (g) to keep under review the performance of the council, including service delivery,
- (h) to make decisions necessary for the proper exercise of the council's regulatory functions,
- (i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance,
- (j) to determine the senior staff positions within the organisation structure of the council,
- (k) to consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
- (l) to be responsible for ensuring that the council acts honestly, efficiently and appropriately.

2. The governing body is to consult with the general manager in directing and controlling the affairs of the council.

### 3. Role of mayor (s. 226)

The role of the mayor is as follows:

- (a) to be the leader of the council and a leader in the local community,
- (b) to advance community cohesion and promote civic awareness,
- (c) to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- (d) to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- (e) to preside at meetings of the council,
- (f) to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,
- (g) to ensure the timely development and adoption of the strategic plans, programs and policies of the council,
- (h) to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,
- (i) to promote partnerships between the council and key stakeholders,
- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,

- (k) in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- (l) to carry out the civic and ceremonial functions of the mayoral office,
- (m) to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- (n) in consultation with the Councillors, to lead performance appraisals of the general manager,
- (o) to exercise any other functions of the council that the council determines.

#### **4. The role of a Councillor (s. 232(1) and s.232(2))**

- (1) The role of a Councillor is as follows:
  - (a) to be an active and contributing member of the governing body,
  - (b) to make considered and well informed decisions as a member of the governing body,
  - (c) to participate in the development of the integrated planning and reporting framework,
  - (d) to represent the collective interests of residents, ratepayers and the local community,
  - (e) to facilitate communication between the local community and the governing body,
  - (f) to uphold and represent accurately the policies and decisions of the governing body,
  - (g) to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.
- (2) A Councillor is accountable to the local community for the performance of the council.

#### **5. Functions of the general manager (s. 335)**

The general manager of a council has the following functions:

- (a) to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to implement, without undue delay, lawful decisions of the council,
- (c) to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council,
- (d) to advise the mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to prepare, in consultation with the mayor and the governing body, the council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- (f) to ensure that the mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are delegated by the council to the general manager,
- (h) to appoint staff in accordance with the organisation structure determined under this Chapter and the resources approved by the council,
- (i) to direct and dismiss staff,
- (j) to implement the council's workforce management strategy,
- (k) any other functions that are conferred or imposed on the general manager by or under this or any other Act.

<b>ITEM 09</b>	<b>Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council</b>
----------------	---

<b>Strategic Objective</b>	Visionary, Leading, Responsible Demonstrate a high standard of transparency and accountability through a comprehensive governance framework
<b>File Ref</b>	223385.2025
<b>Report By</b>	Philippa Venn-Brown - Workforce Policy and Project Officer
<b>Approved By</b>	Farooq Portelli - Director Corporate Support

**EXECUTIVE SUMMARY**

To assist Council in their recruitment, interaction and management expectations of the Chief Executive Officer (CEO), the following policy and procedure documents have been prepared for consideration by the Governance Committee and ultimate adoption by Council:

- Policy for the Recruitment, Appointment, Performance Review and Separation of the CEO by Council;
- Procedure for the Recruitment and Appointment of the CEO: and
- Procedure for the Performance Review and Management of the CEO.

The policy and procedures have been prepared to reflect the Office of Local Government Guidelines for the Appointment and Oversight of General managers and commit Council to compliance with them.

**RECOMMENDATION**

That the Governance Committee:

1. Note the benefits of having a clearly defined Policy and relevant procedures in regard to the recruitment, appointment, management, performance review and separation of the CEO.
2. Recommend that Council adopt and implement the attached policy and procedures for the ongoing supervision and management of the Chief Executive Officer by the Mayor and Council.

**REPORT**

The recruitment, appointment, performance, management oversight and separation of the CEO is regulated by a number of documents including legislation, OLG guidelines, standard contracts of employment and other standards. It would seem both logical and prudent to encompass those requirements into Council's own policy and procedures.

A review of the legislation, best practices and the recommendations contained in the Office of Local Government's publication *Guidelines for the Appointment and Oversight of General Managers, 2022*, informed the creation of the proposed policy and procedures.

The resulting policy covers the lifecycle of tenure of the position of CEO of Liverpool City Council from recruitment to separation. The supporting procedures detail the processes for the recruitment and appointment of the CEO of Liverpool City Council and for the required performance review, management and oversight process.

The recent recruitment and appointment of the new CEO of Liverpool City Council followed the process recommended by the Office of Local Government and is consistent with the new policy and procedures currently under consideration for adoption by Council.

**FINANCIAL IMPLICATIONS**

There are no financial implications relating to this recommendation.

**CONSIDERATIONS**

<b>Economic</b>	There are no economic and financial considerations.
<b>Environment</b>	There are no environmental and sustainability considerations.
<b>Social</b>	There are no social and cultural considerations.
<b>Civic Leadership</b>	There are no civic leadership and governance considerations.
<b>Legislative</b>	Relevant legislative considerations are identified in the proposed Policy
<b>Risk</b>	There is no risk associated with this report

**ATTACHMENTS**

1. Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.
2. Procedure for the Performance Review and Management of the CEO.
3. Procedure for the Recruitment and Appointment of the CEO.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
<i>Attachment 1</i>	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---



**POLICY FOR THE APPOINTMENT,  
OVERSIGHT, PERFORMANCE  
MANAGEMENT AND SEPARATION OF THE  
CHIEF EXECUTIVE OFFICER BY COUNCIL**

Adopted: *(Current date)*

TRIM *(Number)*

100

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 1 Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

## **POLICY FOR THE APPOINTMENT, OVERSIGHT, PERFORMANCE MANAGEMENT AND SEPARATION OF THE CHIEF EXECUTIVE OFFICER BY COUNCIL**

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

### **1. PURPOSE/ OBJECTIVES**

The purpose of this policy is to provide a framework for the monitoring of Chief Executive Officer performance and accountability, consistent with Section 223 of the *Local Government Act 1993* and the Office of Local Government, NSW, *Guidelines for the Appointment and Oversight of General Managers, 2022*.

### **2. DEFINITIONS**

**Act** – The *Local Government Act* (NSW) 1993.

**ASIC** – The Australian Securities and Investments Commission

**CEO** – Chief Executive Officer

**Council** – Liverpool City Council

**Governing Body** – The governing body is comprised of the elected members of council, representing their local ward (constituency) in the governing of matters concerning the community of the Local government Area (LGA).

**Guidelines** – *Guidelines for the Appointment and Oversight of General Managers, 2022*.

**ICAC** – The Independent Commission Against Corruption.

**OLG** – Office of Local Government.

### **3. POLICY STATEMENT**

#### **3.1 Role of the Mayor and Councillors**

3.1.1 Section 226 of the *Local Government Act 1993* (LGA) requires the Mayor:

- (j) to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council, and

## 101

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

(n) in consultation with the councillors, to lead the performance appraisals of the general manager.

3.1.2 Section 233(1)(i) of the LGA, provides that the role of the Governing Body includes:

(i) To determine the process for appointment of the general manager by the council and to monitor the general manager's performance.

3.1.3 The OLG guidelines provide for the Mayor's role to be supported by the establishment of a performance review panel.

3.1.4 The governing body monitors the implementation of its decisions through the CEO's reports to council meetings.

3.1.5 The governing body may delegate certain functions of the council to the CEO. The delegations of a council's functions must be made by resolution and be evidenced in writing.

3.1.6 Delegations must be reviewed during the first 12 months of each term of the council (section 380).

3.1.7 While the CEO may sub-delegate a function delegated to them by the governing body, they remain responsible for ensuring that any sub-delegated functions are carried out appropriately.

### 3.2 Role of the CEO

3.2.1 It is the role of the CEO to implement the lawful decisions of the council and to carry out the functions conferred on them by the Act, the Regulations and any other applicable legislation.

3.2.2 The CEO also performs any other functions delegated to them by the governing body.

3.2.3 The CEO is responsible for conducting the day-to-day management of council in accordance with the strategic plans, programs, strategies and policies approved by the governing body of the council and the implementation of the lawful decisions of the governing body.

3.2.4 The CEO is responsible for guiding the preparation, implementation and delivery of the community strategic plan and for implementing the delivery program and operational plans.

3.2.5 The CEO is responsible for determining the organisation structure of the council in consultation with the governing body and in accordance with the budget approved by the governing body (section 332 of the Act).

## 102

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

3.2.6 The positions within the organisation structure must be determined to give effect to the priorities identified in council's strategic plans.

3.2.7 The CEO is responsible for the appointment and direction of staff and their dismissal.

3.2.8 The CEO is also responsible for ensuring councillors are provided with the information and the advice staff require to make informed decisions and to carry out their civic duties.

### 3.3 Recruitment and Selection of the CEO

3.3.1 The governing body of the council is required to determine the process for the appointment of the CEO (section 223).

3.3.2 When recruiting for a new CEO the position must be advertised in a manner that is sufficient to enable suitably qualified persons to apply for the position (section 348).

3.3.3 Council must ensure that the appointment of the CEO is made using the principles of merit selection and equal employment opportunity (section 349).

3.3.4 The recruitment process must be open and transparent while maintaining the confidentiality of the individual applicants. Failure to maintain appropriate confidentiality may constitute a breach of the Act, Council's Code of Conduct and the *Privacy and Personal Information Protection Act 1998*.

3.3.5 Council will engage an external recruitment consultant to assist them with the recruitment process. That person should also have a role in verifying that due process and procedures are followed in the appointment of the CEO.

3.3.6 Best practice, consistent with the Guidelines, will be followed throughout the recruitment and selection process.

3.3.7 The governing body should delegate the task of recruitment to a selection panel, led by the mayor and approve the recruitment process. The panel will report back to the governing body on the process and recommend the most meritorious applicant for appointment by the council.

3.3.8 The selection panel should consist of at least the mayor, the deputy mayor, another councillor and a suitably qualified person independent of the council. The selection panel should, where possible, have a mix of genders.

3.3.9 Where practicable, the selection panel should remain the same throughout the recruitment process.

## 103

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
<i>Attachment 1</i>	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

- 3.3.10 Council's governing body should delegate to one person (generally the mayor) the task of ensuring:
- The selection panel is established
  - The CEO's position description is current and evaluated in terms of salary to reflect the responsibilities and duties of the position
  - The proposed salary range reflects the responsibilities and duties of the position
  - The position is advertised according to the requirements of the Act
  - Information packages are prepared, and
  - Applicants selected for interview are notified.
- 3.3.11 The mayor, or another person independent of council staff, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.
- 3.3.12 Interviews should be held as soon as possible after candidates have been short-listed.
- 3.3.13 Questions should be designed to reflect the selection criteria and assist the selection panel to assess the suitability and merit of the candidate for the position
- 3.3.14 All interviews should be kept confidential.
- 3.3.15 All written references must be checked. The selection panel must delegate the task of contacting referees to one panel member. Other panel members should not contact referees.
- 3.3.16 At least two (2) referees must be contacted and asked questions about the candidate relevant to the selection criteria. If contact with someone other than a nominated referee is required, the applicant's permission must be sought and given.
- 3.3.17 Where tertiary qualifications are relied on, they should be produced for inspection and, if required, verification.
- 3.3.18 All appropriate background checks must be undertaken, e.g. bankruptcy and criminal record checks, and whether the candidate has been disqualified from managing a corporation by ASIC. Liverpool Council is a Child Safe Organisation and as such a working with children check is also required.
- 3.3.19 Further guidance on best practice recruitment checks can be obtained by consulting Standard AS 4811:2022 Workforce Screening and ICAC's publication, Strengthening employment screening practices in the NSW public sector.

## 104

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
<i>Attachment 1</i>	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

3.3.20 The selection panel is responsible for preparing a report to the council's governing body that:

- Outlines the selection process
- Recommends the most meritorious applicant with reasons
- Recommends an eligibility list if appropriate
- Recommends that no appointment is made if the outcome of the interviews is that there are no suitable applicants.

3.3.21 The report should be confidential and reported to a closed meeting of the council.

3.4 Finalising the Appointment of the CEO

3.4.1 The appointment of a CEO is a non-delegable function of the council under section 377 of the Act and a CEO cannot be appointed without a formal resolution of the council.

3.4.2 Council's governing body must by resolution approve the position of the CEO being offered to the successful candidate before the position is offered to the candidate.

3.4.3 The mayor makes the offer of employment after the governing body has resolved to appoint the successful candidate. The initial offer may be made by phone.

3.4.4 Conditions such as term of the contract (1-5 years) and remuneration package (within the range approved by the governing body of the council) can also be discussed by telephone but must be confirmed in writing.

3.4.5 The standard contract of employment for general managers/CEOs approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act must be used.

3.4.6 CEOs must be employed for 1-5 years.

3.4.7 The contract governs:

- The duties and functions of CEOs
- Performance agreements
- The process for renewal of employment contracts
- Termination of employment and termination payments
- Salary increases, and
- Leave entitlements

3.4.8 Candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

### 3.5 Record Keeping

- 3.5.1 Council should retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate.
- 3.5.2 These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

### 3.6 Day to Day Oversight and Liaison with the CEO

- 3.6.1 One of the prescribed functions of the governing body is to monitor the CEO's performance, however day-to-day oversight of and liaison with the CEO should be undertaken by the mayor.
- 3.6.2 The mayor's role in the day-to-day management of the CEO should include:
- Approving leave
  - Approving expenses incurred, and
  - Receiving and managing complaints about the CEO in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.
- 3.6.3 Council's governing body should ensure there are adequate and appropriate policies in place to guide the mayor in the day-to-day oversight of, and liaison with, the CEO and keep those policies under regular review.
- 3.6.4 The governing body should also ensure there are appropriate policies in place with respect to the expenditure of council funds and reporting requirements in relation to that expenditure.
- 3.6.5 Council's governing body should satisfy itself that any policy governing the conferral of a benefit on the CEO, such as use of a motor vehicle, allows the actual dollar value of that benefit to be quantified so it can be accurately reflected in the CEO's salary package in Schedule C to the approved standard contract.

### 3.7 Managing the Performance of the CEO

- 3.7.1 The CEO is made accountable to council for their performance principally through their contract of employment.
- 3.7.2 The role of the governing body is to monitor the CEO's performance in accordance with their contract of employment.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

- 3.7.3 The performance of the CEO must be reviewed at least annually against the agreed performance criteria for the position.
- 3.7.4 Council may also choose to undertake more frequent interim reviews of the CEO's performance.
- 3.7.5 The agreed performance criteria must be set out in an agreement that is signed within three months of the commencement of the contract.

3.8 Establishing the Performance Review Panel

- 3.8.1 The governing body must establish a performance review panel led by the mayor, and delegate the task of undertaking the CEO's performance reviews to the panel. The extent of the delegation should be clear.
- 3.8.2 Full responsibility for performance management should be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.
- 3.8.3 The performance review panel should be comprised of the mayor, the deputy mayor, another councillor nominated by council and a councillor nominated by the general manager.
- 3.8.4 Council's governing body may also consider including an independent observer on the panel.
- 3.8.5 Panel members should be trained in the performance management of CEOs.
- 3.8.6 The role of the review panel includes:
- Conducting performance reviews
  - Reporting the findings of the reviews to Council, and
  - Development of the performance agreement.
- 3.8.7 The governing body and the CEO may agree on the involvement of a suitably qualified external facilitator to assist with the performance review process and the development of a new performance agreement. That person may be selected by the governing body or the performance review panel.
- 3.8.8 Councillors who are not members of the performance review panel may be invited to contribute to the performance review process by providing feedback to the mayor on the CEO's performance relevant to the agreed performance criteria.

## 107

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

- 3.8.9 All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel's findings and recommendations.
- 3.8.10 The panel should report back to the governing body of council in a closed session on the findings and recommendations of performance reviews as soon as practicable following any performance review. It is not an opportunity to debate the results or revisit the CEO's performance review.
- 3.8.11 The CEO should not be present when the matter is considered.
- 3.8.12 The performance agreement, action plan and any associated records that contain specific information about the work performance or conduct of the CEO are to remain confidential unless otherwise agreed to by the general manager or are required to be disclosed by law.
- 3.8.13 The unauthorised disclosure of this information may constitute a breach of the Act, the council's code of conduct and the *Privacy and Personal Information Protection Act 1998*.
- 3.9 Establishment of the Performance Agreement
- 3.9.1 The performance agreement is to contain clearly defined and measurable performance indicators against which the CEO's performance can be measured.
- 3.9.2 As one of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, the performance criteria is to be aligned to the goals contained in the community strategic plan, the delivery program and operational plans.
- 3.9.3 The performance agreement must also include indicators relevant to the CEO's personal contribution to the council's key achievements and their core capabilities, including leadership qualities.
- 3.9.4 Other indicators that should be included in the performance agreement are the promotion and maintenance of an ethical culture within council, encompassing the conduct and measurement of the outcomes from staff surveys and the promotion of a speak up culture and compliance with the Public Interest Disclosures Act 2022 and reporting of suspected wrongdoing to appropriate agencies including the ICAC and the OLG.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

3.9.5 The performance agreement will contain but not be limited to key indicators that measure how well the CEO has met Council's expectations with respect to:

- Service delivery targets in the Council's delivery program and operational plans
- Budget compliance
- Organisational capability
- Timeliness and accuracy of information and advice to councillors
- Timely implementation of council's resolutions
- Management of organisational risks
- Promotion of an ethical culture
- Ensuring a safe workplace and facilitating compliance with the *Work Health and Safety Act 2011*, and
- Leadership and providing a consultative and supportive working environment for staff etc.

### 3.10 Performance Review Process

3.10.1 The approved standard contract requires that the performance of the CEO must be formally reviewed at least annually. The governing body of council may also undertake interim performance reviews, as appropriate.

3.10.2 The assessment will include:

- A self-assessment by the CEO, and
- An assessment by the review panel of the CEO's performance against the performance agreement.

3.10.3 The performance review meeting should be scheduled with sufficient notice to all parties in accordance with clause 7.6 and 7.7 of the approved standard contract. These require:

- The CEO to give Council 21 days' written notice that an annual performance review is due, and
- Council to give the CEO at least 10 days' written notice that the performance review is to be conducted.

3.10.4 The meeting should concentrate on constructive dialogue about the CEO's performance against all sections of the performance agreement.

3.10.5 The meeting should identify any areas of concern and agreed actions to address those concerns.

3.10.6 Care must be taken to ensure that the review is conducted fairly and in accordance with the principles of natural justice.

3.10.7 Council's governing body must advise the CEO, in writing and in clear terms, the outcome of any performance review.

## 109

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

3.10.8 The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period.

3.10.9 The agreement should be presented to the governing body of Council for discussion in a closed meeting together with the outcomes of the previous review period.

### 3.11 Remuneration and Reward

3.11.1 Under the approved standard contract, the CEO is entitled to an annual increase in their salary package on each anniversary of the contract, equivalent to the latest percentage increase in remuneration for NSW public sector senior executive office holders as determined by the Statutory and Other Offices Remuneration Tribunal.

3.11.2 Council may also approve discretionary increases to the CEO's total remuneration package under the approved standard contract as a reward for good performance. Discretionary increases may only be approved after a formal review of the CEO's performance has been undertaken and the CEO's performance has been assessed as being better than satisfactory.

3.11.3 Any discretionary increases should be modest and in line with community expectations and only apply for one year unless Council determines that it is to apply for the balance of the contract.

3.11.4 All discretionary increases in remuneration, together with the reasons for the increase, must be reported to an open meeting of the council.

3.11.5 Council may also on one occasion during the term of the contract approve the payment of a retention bonus to the CEO as an incentive for them to serve out their contract. If approved, the retention bonus is to be accrued on an annual pro rata basis for the remainder of the contract and is to be paid at the end of the contract period.

### 3.12 Separation

3.12.1 The approved standard contract sets out how the CEO's employment contract may be terminated before its expiry date on either the governing body or the CEO (Clause 10 of the approved standard contract). The circumstances in which the CEO's employment contract may be terminated are set out below:

3.12.1.1 By agreement

## 110

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

The contract may be terminated at any time by written agreement between Council and the CEO.

## 3.12.1.2 Resignation

The CEO may terminate the contract by giving 4 weeks written notice to the governing body of the council.

## 3.12.1.3 Incapacity

The council may terminate the CEO's contract by giving them 4 weeks written notice or by paying them the equivalent of 4 weeks' remuneration calculated in accordance with Schedule C of the approved standard contract where:

- The CEO has become incapacitated for 12 weeks or more
- They have exhausted their sick leave, and
- The duration of the incapacity is either indefinite or for a period that would make it unreasonable for the contract to be continued.

## 3.12.1.4 Poor Performance

Council may terminate the CEO's contract by giving them 13 weeks written notice or by pay the equivalent of 13 weeks' remuneration calculated in accordance with Section C of the approved standard contract on grounds of poor performance.

Council may only terminate the CEO's contract on the grounds of poor performance where:

- A performance review has been conducted, and
- Council has concluded that the CEO's performance falls short of the performance criteria or the terms of their performance agreement, and
- The CEO has been offered a reasonable opportunity to utilise dispute resolution under clause 17 of the contract.

## 3.12.1.5 No Fault Termination

Council may terminate the CEO's contract at any time by giving them 38 weeks written notice or paying the equivalent of 38 weeks' remuneration calculated in accordance with Schedule C of the

## 111

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

approved standard contract. If there are less than 38 weeks left to run in the term of the CEO's contract, Council can pay out the balance of the contract in lieu of notice.

Where Council proposes to terminate the CEO's contract on these grounds, if either party requests it and both parties agree, they may participate in mediation in relation to the proposed decision to terminate the contract. If Council does not agree to participate in mediation, it must give the CEO reasons for its decision where the CEO requests them.

Where Council terminates the contract on these grounds, it must give the CEO reasons for its decision to terminate their employment where the CEO requests it.

#### 3.12.1.6 Summary Dismissal

Council may summarily dismiss the CEO on the grounds set out under clause 10.4 of the approved standard contract, these include:

- Serious or persistent breach of the employment contract
- Serious and wilful disobedience of any reasonable and lawful instruction or direction given by Council
- Serious and wilful misconduct, dishonesty, insubordination or neglect in the discharge of the CEO's duties and functions under their contract
- Failure to comply with any law or council policy concerning sexual harassment or racial or religious vilification
- Serious or persistent breach of Council's Code of Conduct
- Commission of a crime, resulting in conviction and sentencing (whether or not by way of periodic detention), which affects the CEO's ability to perform their duties and functions satisfactorily, or that brings Council into disrepute
- Absence without approval for a period of 3 or more consecutive business days.

#### 3.12.1.7 Automatic Termination

The CEO's contract of employment is automatically terminated where the CEO becomes bankrupt, or

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

they are disqualified from managing a corporation under Part 2D.6 of the Corporations Act 2001.

Where this occurs, the CEO's employment with Council automatically ends without the need for a decision by Council to terminate their contract of employment.

### 3.13 Suspension of the CEO

- 3.13.1 Council may suspend the CEO, for example while allegations against them are being investigated. Suspension should be on full pay for a clearly defined period. Council should not suspend a CEO's employment without first seeking expert legal advice. It is not appropriate to seek advice from Council's PAC on the proposed suspension of the CEO.
- 3.13.2 Any decision to suspend a CEO should be made at a closed council meeting, having first carefully considered the expert advice received in relation to the specific matter.
- 3.13.3 The principles of procedural fairness apply to any decision to suspend the CEO, i.e. the CEO must be advised of the circumstances leading to their suspension, the reasons for the suspension, the period of the suspension and be given a right to respond to the decision to suspend.

### 3.14 Dispute Resolution

- 3.14.1 Council is required to offer the CEO an opportunity to utilise dispute resolution before Council can terminate their employment for poor performance. The approved standard contract contains a dispute resolution clause at clause 17.
- 3.14.2 Where it is proposed to terminate the contract on the 'no fault' grounds (clause 10.3.1(e)), if either party requests it and both parties agree, they may participate in mediation under clause 17 in relation to the proposed decision to terminate. If Council does not agree to participate in mediation, it must give the CEO reasons for its decision where the CEO requests them.
- 3.14.3 The governing body of Council should resolve to delegate this function to the mayor or a panel of 3 councillors including the mayor.
- 3.14.4 If the dispute involves the mayor, then the deputy mayor should take the mayor's place. If there is no deputy mayor, then the governing body should resolve to appoint another councillor to take the mayor's place.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 1	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

3.14.5 The governing body of council and the CEO should agree on an independent mediator to mediate the dispute. The approved standard contract allows the Departmental Chief Executive of the Office of Local Government to appoint a mediator where the parties cannot agree on one.

3.14.6 Council and the CEO may also agree on a mediator when the contract of employment is made.

### 3.15 Renewing the CEO's Contract

3.15.1 Clause 5 of the approved standard contract sets out the process for renewing the CEO's contract of employment. The key steps in the process are as follows:

- At least 9 months before the contract expires (or 6 months if the term of employment is for less than 3 years), the CEO must apply to Council in writing if seeking reappointment to the position.
- At least 6 months before the contract expires (or 3 months if the term of employment is less than 3 years), Council must respond to the CEO's application by notifying the CEO in writing of its decision to either offer the CEO a new contract of employment, and on what terms, or to decline their application for re-appointment.
- At least 3 months before the contract expires (or 1 month if the term or employment is for less than 3 year) the CEO must inform the council in writing of their decision to either accept or decline the offer made by Council.

3.15.2 Approval may be sought from the Departmental Chief Executive of the Office of Local Government to vary these timeframes in exceptional or unforeseen circumstances.

3.15.3 The terms of the new contract of employment, and in particular the schedules to the new contract, should be set out in the letter of offer. Before offering a new contract, Council should carefully review the terms of the schedules to the new contract.

3.15.4 The governing body must ensure that the performance criteria of the new performance agreement adequately reflect its expectations of the CEO's performance.

3.15.5 The governing body should also consider previous performance reviews conducted under previous contracts.

3.15.6 The process of deciding whether to offer the CEO a new contract will be as follows:

- A performance review is conducted

114

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
 Attachment 1 Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

- Findings and recommendations are reported to a closed council meeting in the absence of the CEO
- The closed meeting should consider and decide whether to offer a new contract of employment to the CEO and on what terms as set out in the schedules to the contract
- The mayor informs the general manager of Council's decision.

3.15.7 Details to offer a new contract and a salary package should be reported to an open council meeting.

#### 4. RELEVANT LEGISLATIVE REQUIREMENTS

*Corporations Act 2001*  
*Local Government (General) Regulation 2021*  
*Local Government Act (NSW) 1993*  
*Privacy and Personal Information Protection Act 1998*  
*Public Interest Disclosures Act 2022*  
*State Records Act 1998*  
*Work Health and Safety Act 2011*

#### RELATED POLICIES & PROCEDURE REFERENCES

Liverpool City Council Code of Conduct

#### AUTHORISED BY

Council Resolution

#### EFFECTIVE FROM

*This date is the date the policy is adopted by Council resolution.*

#### REVIEW DATE

*The policy must be reviewed every two years or more frequently depending on its category or if legislative or policy changes occur.*

#### VERSIONS

*The current and previous version of the policy should be set out in the following table.*

Version	Created by	Changes made	Date	TRIM Number
New	PAC	Creation	16/05/2025	

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
<i>Attachment 1</i>	Policy for the Recruitment, Performance Review and Management, and Separation of the CEO by Council.

---

**THIS POLICY HAS BEEN DEVELOPED IN CONSULTATION WITH**

People and Culture  
Governance Committee  
Legal Services

**ATTACHMENTS**

DRAFT



**PROCEDURE FOR THE PERFORMANCE  
REVIEW AND MANAGEMENT OF THE CHIEF  
EXECUTIVE OFFICER**

Adopted: *(Current date)*

TRIM 170874.2025

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 2	Procedure for the Performance Review and Management of the CEO.

---




---

## PROCEDURE FOR THE PERFORMANCE REVIEW AND MANAGEMENT OF THE CHIEF EXECUTIVE OFFICER

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

---

### 1. PURPOSE/ OBJECTIVES

The purpose of this document is to provide guidance for the procedure and timeline for the performance review and management process of the CEO by Council.

### 2. SCOPE

The approved standard contract requires that the performance of the CEO must be formally reviewed at least annually against the agreed performance criteria for the position.

Council may also choose to undertake more frequent interim reviews of the CEO's performance. The process for the performance review and management of the CEO is to be maintained for the length of contract through which the CEO is appointed, i.e. from 3-5 years.

### 3. DEFINITIONS

**Act** – *Local Government Act 1993*

**Award** – *Local Government (State) Award*

**CEO** – Chief Executive Officer

**Code of Conduct** – The guiding document which governs the conduct expected of Council's employees in the workplace, out of work hours, and when representing Council at other venues and activities.

**Council** – Liverpool City Council

**Performance Indicators** – The key accountabilities inherent in the position description.

**Unsatisfactory Work Performance** – such as work performance assessed by Council's management as not meeting required standards, considering relevant role expectations, performance measures and management guidelines.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 2	Procedure for the Performance Review and Management of the CEO.

---

#### 4. PROCEDURE STATEMENT

##### 4.1. The Performance Agreement

- 4.1.1. The CEO is accountable to the Council for their performance principally through their contract of employment.
- 4.1.2. The role of the governing body is to monitor the CEO's performance in accordance with their contract of employment.
- 4.1.3. The performance agreement should include clearly defined and measurable performance indicators against which the CEO's performance can be measured.
- 4.1.4. The performance of the CEO must be reviewed at least annually against the agreed performance criteria for the position. Council may also choose to undertake more frequent interim reviews of the CEO's performance.
- 4.1.5. The agreed performance criteria must be set out in an agreement that is signed within three months of the commencement of the contract.
- 4.1.6. All documents and related information specific to the performance or conduct of the CEO are to remain confidential unless otherwise agreed to by the CEO or are required to be disclosed by law.

##### 4.2. Establishing a Performance Review Panel

- 4.2.1. The governing body must establish a performance review panel led by the mayor, and delegate the undertaking of the CEO's performance reviews to the panel. The extent of the delegation should be clear.
- 4.2.2. Performance review panels should comprise of the mayor, the deputy mayor, another Councillor nominated by Council and another Councillor nominated by the CEO.
- 4.2.3. The Council's governing body may also consider the inclusion of an independent observer on the panel.
- 4.2.4. Panel members should be trained in the performance management of CEOs. Full responsibility for performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.
- 4.2.5. The panel should report back to the governing body of Council in a closed session on the findings and recommendations of performance review as soon as practicable following any performance review. It should not be an opportunity to debate the results or revisit the CEO's performance review.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 2	Procedure for the Performance Review and Management of the CEO.

4.2.6. The CEO should not be present when the matter of their performance review is considered by Council.

#### 4.3. Outcome of the Performance Review

4.3.1. The meeting should concentrate on constructive dialogue about the CEO's performance against all sections of the performance agreement.

4.3.2. The meeting should identify any areas of concern and agreed actions to address those concerns.

4.3.3. The Council's governing body must advise the CEO, in writing, in clear terms, the outcome of any performance review.

4.3.4. The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period.

4.3.5. The agreement should be discussed by the governing body of the Council for discussion in a closed meeting together with the outcomes of the of the previous review period.

#### 4.4. Everyday Management and Oversight of the CEO

4.4.1. While one of the prescribed functions of the governing body is to monitor the CEO's performance, oversight of and liaison with the CEO should be undertaken by the mayor.

4.4.2. The mayor's role in the oversight of the CEO includes:

- Approval of leave
- Approving expenses incurred, and
- Receiving and managing complaints about the CEO in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*.

This table explains what is to be done, by whom and when.

STEP NUMBER	TIMELINE	RESPONSIBLE OFFICER	ACTION
1	At the commencement of each new Council term	Council	Provide induction training on performance management of the CEO
2	Within 3 months of the commencement date of the contract	Council or Council Panel CEO	A performance agreement setting out agreed performance criteria must be signed between the general manager and the Council

120

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 2 Procedure for the Performance Review and Management of the CEO.

3	Within 2 months of the signing of the performance agreement	CEO	The CEO must prepare and submit to the Council an action plan which sets out how the performance criteria are to be met
4	21 days' notice (before annual review)	CEO	The CEO gives Council written notice that an annual performance review is due
5	At least 10 days' notice	Council Panel	The Council must give the CEO written notice that the performance review is to be conducted
6	After 6 months	Council Panel CEO	The Council may also decide, with the agreement of the CEO, to provide interim feedback to the CEO midway through the annual review period
7	Prior to the annual review	Council	Ensure all Councillors on the review panel have been trained in the performance management of CEOs
8	Prior to the annual performance review	CEO	The CEO may submit to Council a self-assessment of their performance
9	Annually	Council Panel CEO	The CEO's performance must be reviewed having regard to the performance criteria in the agreement
10	Annually	Council Panel CEO	The performance review must be reviewed and varied by agreement
11	Within 6 months of the conclusion of the performance review	Council Panel	Council will prepare and send to the CEO a written statement with Council's conclusions on the CEO's performance during the performance review period
12	As soon as possible after the receipt of the statement	Council Panel CEO	The CEO and the Council will agree on any variation to the performance agreement for the next period of review

121

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 2 Procedure for the Performance Review and Management of the CEO.

## 5. THIS PROCEDURE HAS BEEN DEVELOPED IN CONSULTATION WITH

People and Culture  
Governance Committee.

## 6. REFERENCES

*Corporations Act 2001*  
*Local Government (General) Regulation 2021*  
*Local Government Act (NSW) 1993*  
Policy for the Appointment, Oversight, Performance Management and Separation of the Chief Executive Officer by Council, 2025  
*Privacy and Personal Information Protection Act 1998*  
Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.  
*Public Interest Disclosures Act 1994*  
*State Records Act 1998*  
*Work Health and Safety Act 2011*

## 7. ATTACHMENTS

Nil

### AUTHORISED BY

*Director Corporate Support*

### EFFECTIVE FROM

*This date is the date the procedure was approved by the Director.*

### REVIEW DATE

*The procedure must be reviewed every two years or more frequently depending on its category or if legislative or policy changes occur.*

### VERSIONS

*The current and previous version of the procedure should be set out in the following table.*

Version	Amended by	Changes made	Date	TRIM Number
First	PAC	Creation	21/05/2025	



**PROCEDURE FOR THE RECRUITMENT AND  
APPOINTMENT OF THE CEO**

Adopted: *(Current date)*

TRIM 170914.2025

123

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 3 Procedure for the Recruitment and Appointment of the CEO.



## PROCEDURE FOR THE RECRUITMENT AND APPOINTMENT OF THE CEO

**DIRECTORATE:** Corporate Support

**BUSINESS UNIT:** People & Culture

### 1. PURPOSE/ OBJECTIVES

The purpose of this procedure is to explain the process to be undertaken for the recruitment and selection/appointment of the Chief Executive Officer of Liverpool City Council.

This procedure supports the Policy for the Appointment, Oversight, Performance Management and Separation of the Chief Executive Officer by Council, and is consistent with the Guidelines provided by the Office of Local Government

### 2. SCOPE

This procedure is for the recruitment and selection of the CEO of Liverpool City Council. While it may be used as a basis for the recruitment of Senior executives, it is not for general use in the recruitment and selection of other staff. General recruitment and appointment are covered by the Recruitment and Appointment Policy (TRIM 352626.2024) and the Recruitment and Appointment Procedure (TRIM 072253.2025).

### 3. DEFINITIONS

**Act** – *The Local Government Act* (NSW) 1993.

**ASIC** – The Australian Securities and Investments Commission

**CEO** – Chief Executive Officer

**Council** – Liverpool City Council

**Governing Body** – The governing body is comprised of the elected members of Council, representing their local ward (constituency) in the governing of matters concerning the community of the Local government Area (LGA).

**Guidelines** – Guidelines for the Appointment and Oversight of General Managers, 2022.

**ICAC** – The Independent Commission Against Corruption.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 3	Procedure for the Recruitment and Appointment of the CEO.

---

**OLG** – Office of Local Government.

#### 4. PROCEDURE STATEMENT

##### 4.1. Recruitment and Selection of the Chief Executive Officer

- 4.1.1 When recruiting for a new CEO, the position must be advertised in a manner that is sufficient to enable suitably qualified persons to apply for the position as per section 223 of the Act.
- 4.1.2 Council must ensure that the appointment of the CEO is made using the principles of merit selection and equal employment opportunity (sections 349 and 344).
- 4.1.3 The recruitment process must be open and transparent while maintaining the confidentiality of the individual applicants. Failure to maintain appropriate confidentiality may constitute a breach of the Act, Council's Code of Conduct and the Privacy and Personal Information Protection Act 1998.
- 4.1.4 Council will engage an external recruitment consultant agency to assist them with the recruitment process. That agency should also have a role in verifying that due process and procedures are followed in the appointment of the CEO.
- 4.1.5 Best practice, consistent with the Guidelines, will be followed throughout the recruitment and selection process.
- 4.1.6 The governing body should delegate the task of recruitment to a selection panel, led by the mayor and approve the recruitment process. The panel will report back to the governing body on the process and recommend the most meritorious applicant for appointment by the Council.
- 4.1.7 The selection panel for the CEO should consist of at least the mayor, the deputy mayor, another Councillor and a suitably qualified person independent of the Council. The selection panel must, have a mix of genders.
- 4.1.8 Where practicable, the selection panel should remain the same throughout the recruitment process.
- 4.1.9 Council's governing body should delegate to one person (generally the mayor) the task of ensuring:
  - The selection panel is established
  - The CEO's position description is current and evaluated in terms of salary to reflect the responsibilities and duties of the position
  - The position is advertised according to the requirements of the Act
  - Information packages are prepared, and
  - Applicants selected for interview are notified.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
<i>Attachment 3</i>	Procedure for the Recruitment and Appointment of the CEO.

---

4.1.10 The qualified member independent of Council, should be the contact person for the position and should maintain confidentiality with respect to contact by potential applicants.

#### 4.2 The Interview Process

4.2.1 Interviews should be held as soon as possible after candidates have been short-listed.

4.2.2 Questions should be designed to reflect the selection criteria and assist the selection panel to assess the suitability and merit of the candidate for the position

4.2.3 The identities of all persons being interviewed must be kept confidential.

4.2.4 All written references must be checked by the independent selection panel member. The selection panel must delegate the task of contacting referees to one member. Other panel members should not contact referees.

4.2.5 At least two (2) referees must be contacted and asked questions about the candidate relevant to the selection criteria. If contact with someone other than a nominated referee is required, the applicant's permission must be sought and given.

4.2.6 Where tertiary qualifications are relied on, they should be produced for inspection and verification.

4.2.7 All appropriate background checks must be undertaken, e.g. bankruptcy and criminal record checks, and whether the candidate has been disqualified from managing a corporation by ASIC. Liverpool Council is a Child Safe Organisation and as such a Working with Children Check is also required.

4.2.8 Further guidance on best practice recruitment checks can be obtained by consulting Standard AS 4811:2022 Workforce Screening and ICAC's publication, Strengthening employment screening practices in the NSW public sector.

4.2.9 The selection panel is responsible for preparing a report to the Council's governing body that:

- Outlines the selection process
- Recommends the most meritorious applicant with reasons
- Recommends an eligibility list if appropriate
- Recommends that no appointment is made if the outcome of the interviews is that there are no suitable applicants.
- The report should be confidential and reported to a closed meeting of the Council.

ITEM 09	Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council
Attachment 3	Procedure for the Recruitment and Appointment of the CEO.

---

#### 4.3 Finalising the Appointment of the CEO

- 4.3.1 The appointment of a CEO is a non-delegable function of the Council under section 377(a).
- 4.3.2 Council's governing body must by resolution approve the position of the CEO being offered to the successful candidate before the position is offered to the candidate.
- 4.3.3 The mayor makes the offer of employment after the governing body has resolved to appoint the successful candidate. The initial offer may be made by phone.
- 4.3.4 Conditions such as term of the contract (1-5 years) and remuneration package, which must be determined by the panel within the range approved by the governing body of the Council, can also be discussed by telephone but must be confirmed in writing.
- 4.3.5 The standard contract of employment for general managers/ CEOs approved by the Departmental Chief Executive of the Office of Local Government under section 338 of the Act must be used.
- 4.3.6 CEOs must be employed for between 1-5 years.
- 4.3.7 The CEO contract governs:
- The duties and functions of CEOs
  - Performance agreements
  - The process for renewal of employment contracts
  - Termination of employment and termination payments
  - Salary increases, and
  - Leave entitlements
- 4.3.8 Candidates who are placed on the eligibility list and unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

#### 4.4 Record Keeping

- 4.4.1 Council will retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions asked at interview, interview panel notes, selection panel reports and notes of any discussions with the selected candidate.
- 4.4.2 These records are required to be stored and disposed of in accordance with the *State Records Act 1998*.

*The standard explains what is to be done, by whom and when.*

127

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 3 Procedure for the Recruitment and Appointment of the CEO.

RESPONSIBLE OFFICER	STEP NUMBER	ACTION
Council	1	Engage an external recruitment consultant to assist with the recruitment.
Council	2	Delegate recruitment to a selection panel led by the mayor.
Council	3	Approve the recruitment process.
Mayor	4	Appoint selection panel consisting of the Mayor, the deputy mayor, another Councillor and a suitably qualified person independent of Council and a mix of genders.
Mayor	5	Review position description, proposed salary, advertisement as per Act, information packages prepared, and applicants selected for interview notified.
Mayor and Recruitment Consultant	6	Prepare questions to reflect selection criteria
Selection Panel	7	Conduct Interviews
Nominated Panel Member	8	Conduct Reference checks and appropriate background checks, including bankruptcy, police record check, working with children check, and any tertiary qualifications verified, if required.
Selection Panel	9	Prepare selection panel report and outcome of interview process.
Council	10	Approve selection by resolution before the position is offered to successful candidate.
Mayor	11	Makes offer to successful candidate and confirms terms of Contract.
Mayor	12	Notify all unsuccessful candidates and those placed on an eligibility list of outcome before the successful applicant's details are made public.

## 5 THIS PROCEDURE HAS BEEN DEVELOPED IN CONSULTATION WITH

People and Culture  
Governance Committee

128

ITEM 09 Confirmation of Creation of Policy and Procedures for the Recruitment, Appointment, Performance Review and Management and Separation of the Chief Executive Officer by Council  
Attachment 3 Procedure for the Recruitment and Appointment of the CEO.

## 6. REFERENCES

Corporations Act 2001  
Liverpool City Council – Policy for the Appointment, Oversight, Performance Management and Separation of the Chief Executive Officer by Council 2025  
Local Government (General) Regulation 2021  
Local Government Act (NSW) 1993  
Office of Local Government: Guidelines for the Appointment and Oversight of General Managers, 2022.  
Privacy and Personal Information Protection Act 1998  
Public Interest Disclosures Act 1994  
State Records Act 1998  
Work Health and Safety Act 2017.

## ATTACHMENTS

*Nil*

## AUTHORISED BY

*Director Corporate Support*

## EFFECTIVE FROM

*This date is the date the procedure was approved by the Director.*

## REVIEW DATE

*The procedure must be reviewed every two years or more frequently depending on its category or if legislative or policy changes occur.*

## VERSIONS

*The current and previous version of the procedure should be set out in the following table.*

Version	Amended by	Changes made	Date	TRIM Number
New	PAC	Created	May 2025	